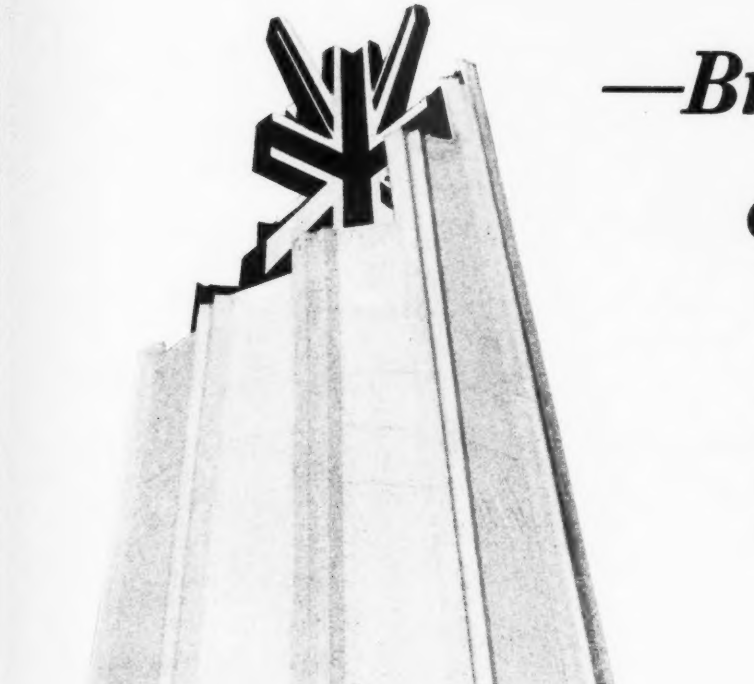
CANADA'S CENTENNIAL YEAR



—Britain's trade opportunities

1867 1967

Board of Trade Journal Supplement, 21 April 1967

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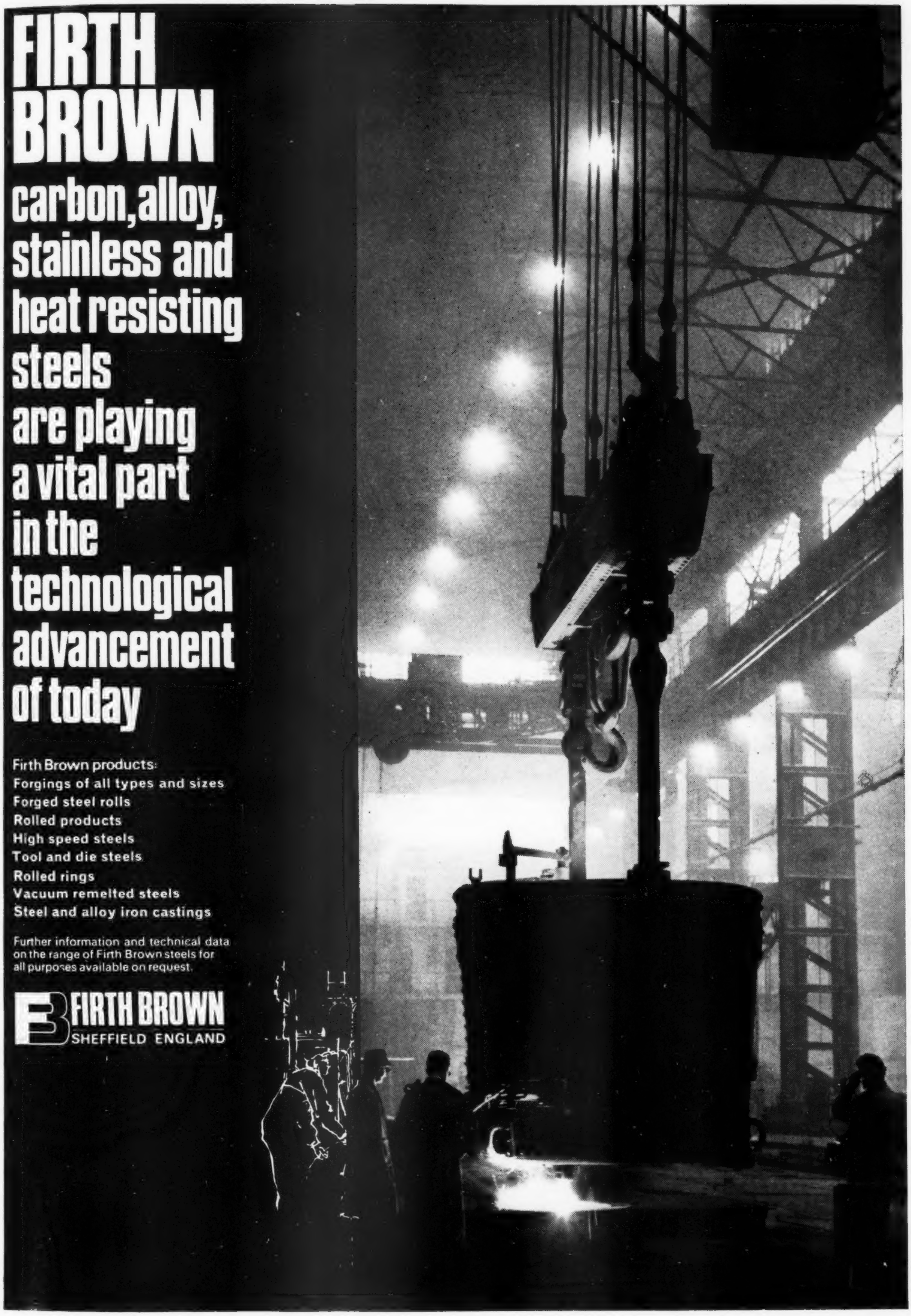

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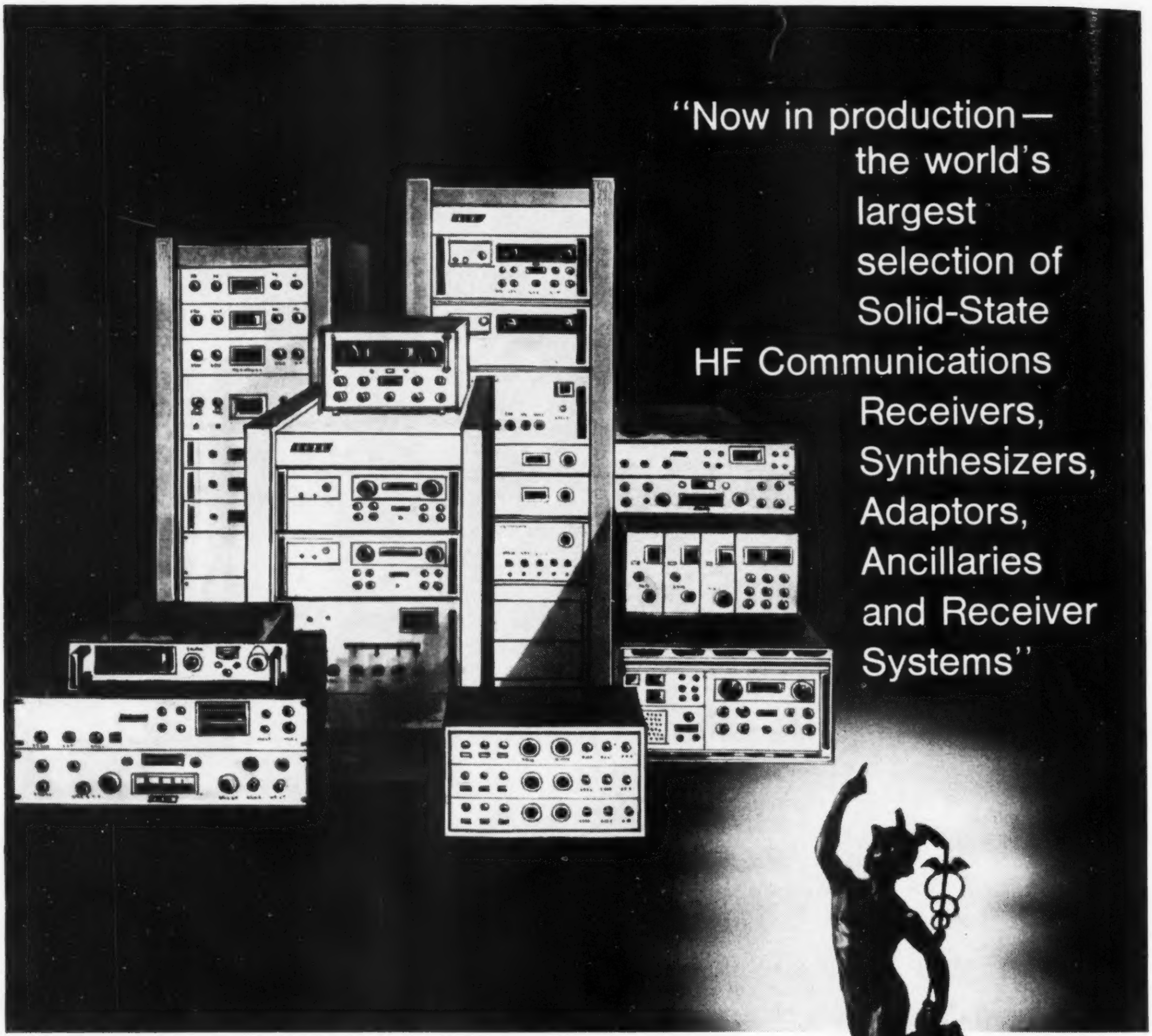
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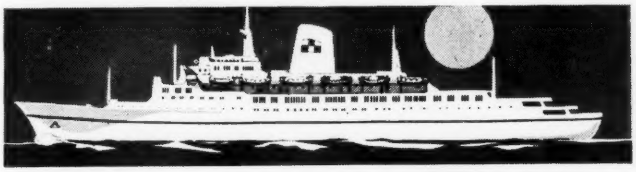

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CANADA

CANADA'S CENTENNIAL YEAR

—*Britain's trade opportunities*

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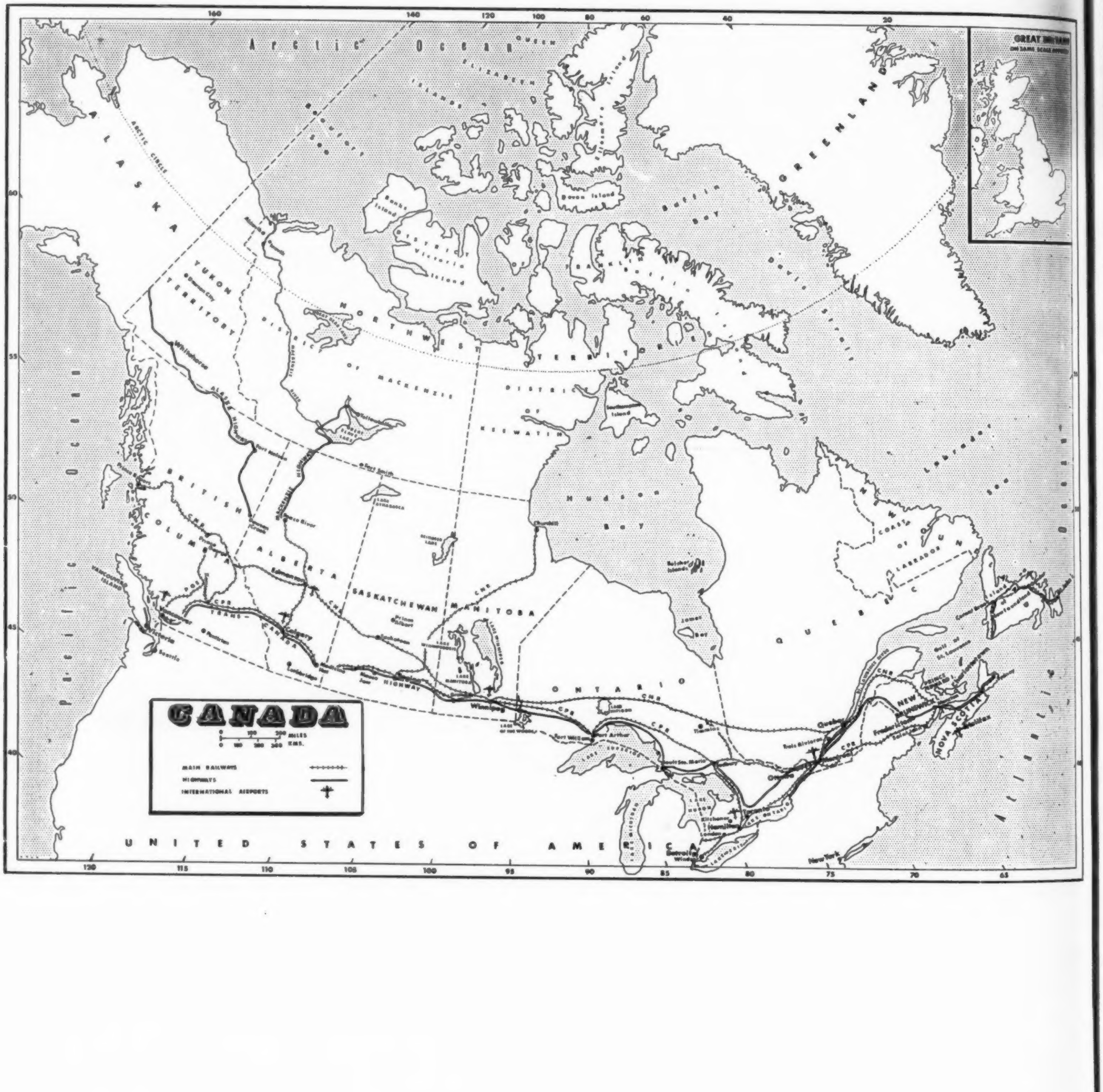
Front cover picture

The principal feature of Britain's site at Expo '67, the great universal and international exhibition at Montreal from April 28 to October 27, is this 200 ft. tower surmounted by a three-dimensional Union Jack. The three exhibition buildings of the pavilion, designed by Sir Basil Spence, will show Britain's contribution to the theme 'Man and his World.' More information about Expo '67 is on page 21.

Board of Trade Journal Supplement, 21 April, 1967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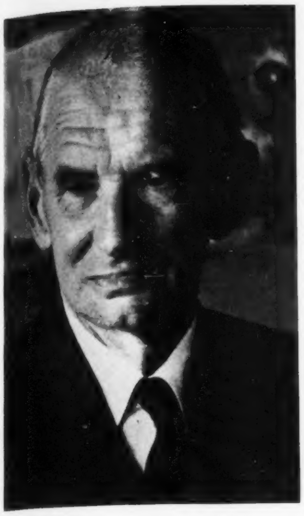


Messages

from the Rt. Hon. Douglas Jay, MP, President of the Board of Trade

The publication of this special Supplement on Canada comes at an opportune moment, in that it acts as a curtain raiser to six months of intensive United Kingdom trade promotional activity in Canada, which will include three major trade manifestations. The British Industrial Exhibition at the National Industrial Production Show in Toronto in early May will be the biggest industrial exhibition so far staged by the United Kingdom in Canada; it will be followed, towards the end of May, by a British Pavilion at the British Columbia International Trade Fair in Vancouver. The third event will be a full-scale British Week this October in Toronto, which will be a great commercial and cultural occasion and, indeed, the most ambitious British Week to be staged so far.

The publication of the Supplement also marks the beginning of Expo '67, the great Universal and International Exhibition in Montreal, which will last for six months from April 28. This will be the major event in Canada's celebration of the Centennial Year of its Confederation; and the British Government has sponsored a British Pavilion at Expo which, I am sure, will make an impressive contribution to the general theme of the Exhibition, 'Man and his World'.

In 1966 Britain's total exports to Canada were valued at £223 million, which was some 7 per cent higher than the 1965 figure. This was a heartening response by British exporters to the challenge of the Canadian market.

The following pages of this Supplement will give a broad picture of Canada as a market for British goods, and I hope will encourage British exporters to make even greater efforts this year to obtain a larger slice of the fast expanding Canadian import market.

from the Hon. Robert H. Winters, Minister of Trade and Commerce, Canada

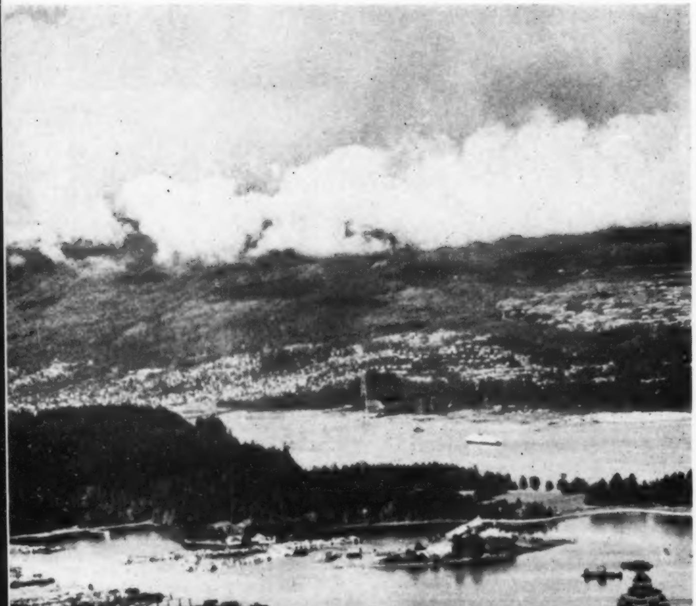
It is a pleasure to contribute to this special supplement on Canada. Trade between our two countries is of great magnitude and there are good prospects for its growth. This supplement describes for the British businessman the opportunities for trade presented by Canada's import needs.

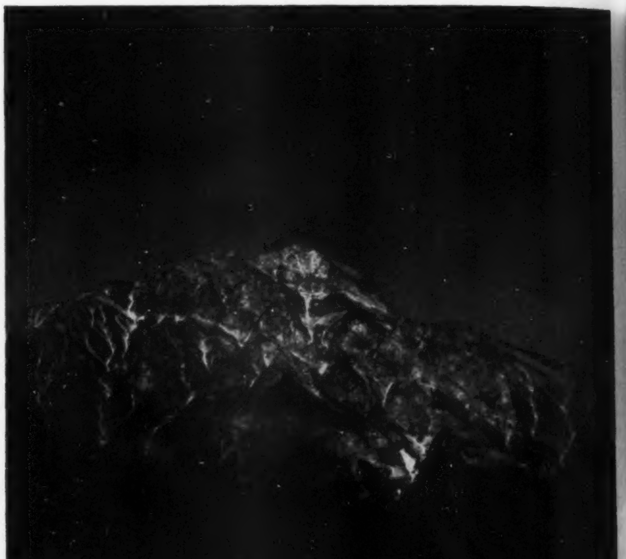
We welcome Britain's efforts to expand exports to Canada and are keenly interested in the trade drive that is to be launched in our country this year. Britain had considerable success in 1966 in increasing sales to Canada, and this helped to bring our bilateral trade into better balance. I am confident that with the additional efforts being put forth this year, British shipments to our market will grow further. The performance in January 1967 is good evidence of this. Canada is equally anxious to expand exports to Britain. There has been a pause in the growth of this trade in recent years due to the various measures taken in Britain to improve the balance of payments. Even so, Canada's exports of manufactures have continued to expand. We are promoting exports to Britain with increasing vigour as part of a greatly intensified export development programme in general which we are prosecuting this year.

Appearing at the time Canadians are celebrating their Centennial of Confederation, this supplement enhances the attention already being given to Canada by Britons everywhere. Canada warmly welcomes British visitors, whether on business or pleasure, in 1967. I urge readers to visit us this year to pursue the business prospects delineated in these pages. Especially do I urge you to visit Expo '67 – the Canadian World Exhibition to be held in Montreal from April 28 to October 27, where Britain will have a magnificent pavilion. Business visitors to Expo '67 can avail themselves of the special services of Expo's Business Development Bureau established to assist the development of commercial contacts. I hope you will take full advantage of these facilities to develop closer commercial ties between our countries.

1867 1967

CANADA—*the countr*





LEFT: Canada's third largest city, Vancouver, British Columbia, is shown here with its sheltered harbour and Mt. Seymour and Grouse Mountain in the background. Downtown shoppers find a wealth of British consumer goods and other Commonwealth imports. ABOVE: Most Canadians live and work in cities like Vancouver and Montreal (opposite page), but, as shown by this picture, taken at Patricia Lake in Jasper National Park, Alberta, they are fond of outdoor sports and hobbies.

tr and the people

By T. E. Rogers, CMG, MBE, Minister (Commercial), Ottawa

The old and the new lend a sense of history to Dorchester Boulevard in downtown Montreal. The sleek lines of the cruciform Place Ville Marie skyscraper contrast with the Bourget monument which stands in front of the Mary Queen of the World Cathedral. The monument was erected in 1903 to honour Monsignor Ignace Bourget, second bishop of Montreal, who began the cathedral in 1870. This and photographs on page 12, courtesy of Canadian Government Travel Bureau.

THIS YEAR we should be talking of the 'Canadian miracle'. It would not be a Centennial Year politeness; nor even a reference to Canada's great economic achievements in recent years. The tribute would be to the survival, and success, of a people lacking the common elements which most other peoples have – race, language, religion, history and culture. On this view Canadians abundantly deserve the world attention they attract this year; and it would be a pity if the splendid Expo steals their show. The limelight should be on them – for doing so much with a hostile environment and great problems. The success of their long, hard pull may be a truer miracle than Europe's 'economic miracles' of recent years.

The other articles in this supplement deal with trade, since it is written for businessmen. But in Canada's Centennial Year I want, in this first article, to write of Canada the country, not the market; and of Canadians as people, not buyers and consumers. Space does not permit detailed references to Canadian history, and I can only offer an impressionistic sketch. But an impression may catch the stir and colour of Canada's story better than a string of facts and dates. I hope Canadian readers will bear with repetition of matters known to them but unfamiliar to Britons.

A glance at Canadian history, to see how the miracle was worked, is well worth while. There is also inspiration for ourselves in our own early contribution to Canada, as well as in the long period in which Canadians have been going it alone. Our early seamen and discoverers had courage, and the determination not to be beaten by the hazards of cold, pack-ice or scurvy. Our greatest soldier in Canada stands out for bold courage among our generals of any age.

The early days were neither all daring nor fortune-seeking. If Martin Frobisher's ships in 1576 took miners to dig for the gold of supposed Cathay, he was genuinely fascinated by the Eskimos. For them he built a house 'as like an English home as possible'. (Its remains were found by the American explorer, Hall, in 1860.) To amuse the Eskimos, John Davis included musicians in his rough ships' companies. He sounded the 'band call' whenever Eskimos were met. His musicians then played old English folk tunes, and his sailors danced on the ice. It may amuse Canadian sufferers from the cricket cult that Davis began the cult of sport; he brought out athletes and wrestlers who found the nimble Eskimos a match. Davis' love of the Eskimos strikes a happier note than the brave but unlovable Hudson. His unhappy end – cast away in a small boat by his cowardly sailors – was redeemed by his discovery of Hudson Bay.

The French Canadians' early struggles with cold, and fierce Indian tribes, strike a heroic note. Cartier, like Frobisher, was seeking China when he found Canada – as the name of the Lachine Rapids at Montreal records. On the beginnings of Cartier's voyages, which took settlement as far as a fine sea-captain could, it needed the admirable Champlain to lay a real foundation. This great pioneer of settlement had first seen overseas empire in Puerto Rico and Mexico, from the galleons of Philip the Third of Spain. He was inspired to extend the intermittent French attempts at settlement – or to fish and trade in furs – to a permanent colonization. We read of him at his best as he journeyed tirelessly in hostile

Wheatfields in Manitoba.

The country and the people—*continued*

country – enquiring, recording, mapping, planning. We see the hazards he met from the now easy road and railway; these also now follow the path of La Verendrye and his sons who, a century later, pushed Champlain's discoveries much further west to open up the Prairies.

The French colonizing efforts had Church support; and Church heroes and martyrs in the Recollet and Jesuit missionaries. These struggled to convert and pacify the most primitive tribes of North or South America. One can read the precepts for getting on with the Indians which the Jesuits wrote down. They read like some modern manual for novices in diplomatic service, with some difference in the unwritten penalties for failure – the uplifted eyebrow and sudden death.

As the history of Canada proceeded and the sharp rivalry of French and British, culminating at the Heights of Abraham, changed to a shared future, the country's heroes were not the soldiers, such as Montcalm and Wolfe, but the civilian survivors of a different kind of warfare. This was the constant battle to wrest a living from a hostile climate and terrain. A few thousand resolute men kept life and trade going in Canada's beginnings. The explorers and fur traders (often the same people) penetrated inexorably west and north. The *voyageurs*, of legendary strength and endurance, paddled the canoes and made the portages of the only transport route – by water. The merchant princes of the Hudson's Bay Company for a long while controlled all Western Canada – as far as they could control vast, empty areas of prairie, forest, lake and mountain. British explorers succeeded French, with the famous names of Vancouver, Mackenzie, Thompson, Simpson and Franklin. By slow degrees, more and more settlers came.

The United Empire Loyalists were the first major influx of population into the vast areas now known as Ontario, Quebec and the Maritime Provinces. They had been British sympathizers during the American Revolution. Finding themselves persecuted when it was over, some 40,000 of them emigrated to the Upper St. Lawrence and to what is now New Brunswick. A brilliant re-creation of a Canadian settlement such as the Loyalists built in the early 19th century is to be seen in Upper Canada Village, west of Cornwall in the St. Lawrence Valley. Later came many other waves of settlers. These were mainly poor emigrants from Britain, determined to have a better life, despite all obstacles and hardship, in a new and freer world. Their historian, Helen Cowan, has described the 'heroic quality of the human outpouring which peopled the North American colonies.'

The indomitable spirit of these settlers who, helped by their fellows, often built their rough log cabins in a single day, is still at work in Canada, despite the great – and in some ways debilitating – drift to a few big cities. True, the settlers' hard work was gradually eased as engineers and artisans brought Canada's great waterpower to bear in reducing manual labour. One can still inspect the count of emigrants who landed at Quebec and Montreal each year. One can see how the figures for 1854 show the widening pyramid of the settlers' 'technical support' – the 228 bricklayers, 354 blacksmiths, 358 shoemakers, 617 carpenters and 76 engineers who landed along with the 16,000 farmers, farm servants and labourers. They built the sawmills and grain elevators, and the other surprisingly advanced applications of machinery to labour-saving, which struck British visitors from the middle of the 19th century. The North American tradition of maximum mechanization goes back to the early shortage of muscle power in an empty land.

The mechanics of labour-saving were extended to transport – to sea, lake and river vessels, and to the great railways. These, however, have represented nation-building rather than mere transportation and, in the Canadian Pacific, the foresight and determination of the great founder of Confederation, Sir John A. Macdonald. His biographer, Creighton, paints an engaging picture of Sir John and his wife Agnes riding up the Rockies on the cow-catcher of the engine. It was a symbolic journey. The railways spanning the continent were pressed through determinedly – sometimes overstraining young Canada's strength – to hold the northern half of the continent for British settlement; and to redeem the pledge of a railway link against which British Columbia entered the Confederation in 1871.

Canada's Prime Minister, Mr. Lester Pearson, in paying tribute recently to Sir John A. Macdonald and the Founders of Confederation of 1867, quoted the Cambridge History of the British Empire as follows: -

> 'In the annals of political architecture the formation of the Dominion of Canada deserves a foremost place . . . Almost alone among the great nation-builders the Fathers of Confederation shed no blood, squandered no resources and bequeathed to the future no heritage of hate, but rather pointed mankind forward to an era of wider unions, and more assured peace and prosperity.'

Transport not only made Canada possible but made her great resources viable. The size of Canada is too easily forgotten. The oft-quoted statistic that Edmonton is nearer to Yokohama than to Liverpool is perhaps not so telling for Britons as another comparison; if you put one end of Canada, at its greatest breadth, in London the other reaches the borders of Pakistan. Resources are greatly scattered, and sometimes well-nigh inaccessible, in the frozen north. The historian, Lower, has described his country as an archipelago of isolated settlements in a vast sea of wilderness, with the railway replacing the steamship. The railway gathers

Picnicking in Toronto.

together the scattered jewels of Canada's buried treasure – the technologically precious metals and minerals of the twentieth century which have outshone the gold of Yukon days. Such are the uranium deposits of Port Radium, Beaverlodge and Elliott Lake; the nickel fields of Sudbury; the iron ore of Knob Lake; the aluminium complex of Kitimat; the oil and gas fields of Alberta; the Athabasca tar sands, with more oil than all other world deposits. All this leaves out the Prairies' prodigious wheat crops which reached a record 844 million bushels last year when exports to Asia for once topped those to traditional Western European markets; it leaves out too Canada's vast timber wealth and exports based on timber.

Who are the Canadians who now work this great wealth? Over 8 of the 20 million are of British stock, 5½ million of French, the latter mainly in Quebec, New Brunswick and Eastern Ontario. Over 4 million draw their origin from other countries of Europe; 1 million from Germany and other large elements from, in order, the Ukraine, Italy, Holland, Scandinavia and Poland. One Canadian in three lives in the six largest cities. Only 30 per cent of Canadians now live in rural areas; of these only one-third live on the land, the rest being town-living farmers. Two-thirds of the population live in the 700-mile long, 100-mile wide strip between Quebec City and Windsor.

In the cities, where they now mostly live, Canadians have proudly raised the fine buildings which celebrate translation from the log cabin and victory over the forest. The serene classicism of Montreal's Place Ville Marie, the curving asymmetric towers of Toronto's City Hall, the shining high-rise blocks of every major city – all are a thrilling symbol of the emigrant made good and nature tamed. Around them city-dwelling Canadians enjoy the second highest standard of living in the world, a standard which has increasing regard for the arts as well as all material things.

Canadians themselves find it difficult to define the national character; and a great many deny that is exists. They have in mind the obvious differences between, say, the Newfoundlander sprung from West Country fishermen, the former Scots of Nova Scotia, the distinctive French stock of Quebec, the Sicilian immigrant in Toronto, or the former Ukrainians and Germans who share the Prairies – to mention only some of many different stocks. Is it possible to see a common element in the hard-working, self-reliant, pioneer spirit which inspired the settlers? Certainly this spirit is often to be met; and it inspired French as well as British and other settlers. It is the natural response to the challenge of a stern environment.

Changing the guard and Inspection of the New Guard; a ceremony which takes place on Parliament Hill in Ottawa daily during the summer.

Although the environment now is kindlier, with modern transport, labour-saving machines and central heating, there are other challenges. These include the French-Canadian problem, the increasing dominance of the United States, the vast distances which still divide Canadians. To meet these challenges, the pioneer spirit may need a more supple element, making for compromise and adaptability. But adaptability will not be a new lesson for pioneer stock to learn, nor respect for the other man. This should give confidence that Canadians will overcome the new challenges.

Visitors to Canada this year will admire the Canadians' natural kindliness and generosity of spirit; their frank self-expression; their open and informal manners which, with Burns, discard rank and respect men; and a healthy freedom of social relations and movement in society. Visitors will note too the Canadians' irreverent sense of fun and delight in sport. Winter and summer they may spend more time keeping fit in the open air than any other people. One could add other virtues. At this critical time, however, when there is much self-doubting, I end by stressing their strong survival qualities – vigour, endurance; and a fresh and lively approach to life which holds to essentials and sees no special merit in past ways of doing things. With this steam behind it, the Canadian miracle should endure.

CANADA – *the market*

By T. E. Rogers, CMG, MBE, Minister (Commercial), Ottawa

IT IS NOT LESS fascinating to turn from describing Canadians as people to assessing them as buyers – buyers with the second highest living standards in the world. For the Canadian manufacturer, as for the North American manufacturer generally, the question how to sell comes first – what to make is secondary to it. The meticulous methods of the market researcher are the key to sales in Canada. Buyers are put under the microscope to see what makes them tick.

The researcher's remorseless questions are all-embracing. The picturesque Eskimo is asked how he spends his money after laying out the first 50 cents of every dollar on food; and your researcher goes on asking. How should one attract the reckless consumer spending of rich, male-dominated mining camps? Would not the new non-British immigrant be best approached through media which rely on his native language? What is the best publicity medium to tap the egghead demand for sophisticated goods and services from tape-recorders to gourmet food? Will high-pressure, American-type promotions acceptable to Toronto be a flop in more slowly moving Newfoundland? Should not the Quebec housewife, less sentimental about dogs than her counterpart in British Canada, be spared the use of canine imagery in telecasts that goes down so well outside Quebec? What can be made of the fact that the freest-spending Indians grace a tribe immune to vertigo and earn high wages as steeplejacks?

The method in the apparent madness of this string of questions is to make one thing crystal clear. The North American market is not for the amateur exporter, the exporter who is neither willing nor fitted to give the market the serious attention it deserves. I have tried to drive home this point by illustrating the sometimes exaggerated questions which market investigators put. These questions underline the hard look this market needs; and the careful finding out of exactly what is wanted and how to meet the want, is no less necessary in selling capital goods. The best advice on how to sell in this market comes daily over Canadian television. It is a slogan enjoining safety precautions on the building worker; it tells him to 'be a professional'.

The Canadian markets for capital and consumer goods are described in two subsequent articles in this Supplement. For further detailed information there is available an excellent booklet by one of my predecessors, Kenneth McGregor, entitled 'Selling to Canada'. While I shall mention later some specific fields where we can sell, my object in this article is to pick out those main characteristics of the market which distinguish it from others.

The first feature is the great natural wealth which has set the pattern for Canada's economic development and the structure of her industry and foreign trade. The natural wealth includes huge reserves of nickel, iron, asbestos, aluminium, uranium, copper, oil, gas, potash, timber – a unique pool of resources exploited on a vast scale. Because of the heavy investment associated with resource industries and Canada's historical development as a resource-oriented complement to major developed manufacturing areas in the United States, Europe and Japan, Canada has used larger amounts of capital in relation to output than have most countries. Her investment programme has thus tended to be larger, relatively, than in major Western countries.

A major consequence of heavy investment in resource industries has been the predominating import of capital goods. This has included equipment for the power base and for construction of plants and buildings; for extraction of minerals; and for their transportation. (The cost of the latter has always been high because of the scattered nature of the resources carried and the huge distances involved.) Large foreign investment has not only gone into the resource industries but has joined domestic investment in expanding the manufacturing industry and also provided – in the case of the United States particularly – the captive market which the American parent company brings with it. With the expansion of resource and manufacturing industry, the service industries have grown apace. A striking indicator of the rate of overall growth is the increase in the gross national product at current prices from £6,000 million in 1950 to over £17,000 million in 1965. But the main weight of Canada's imports will continue to fall on a wide variety of capital goods.

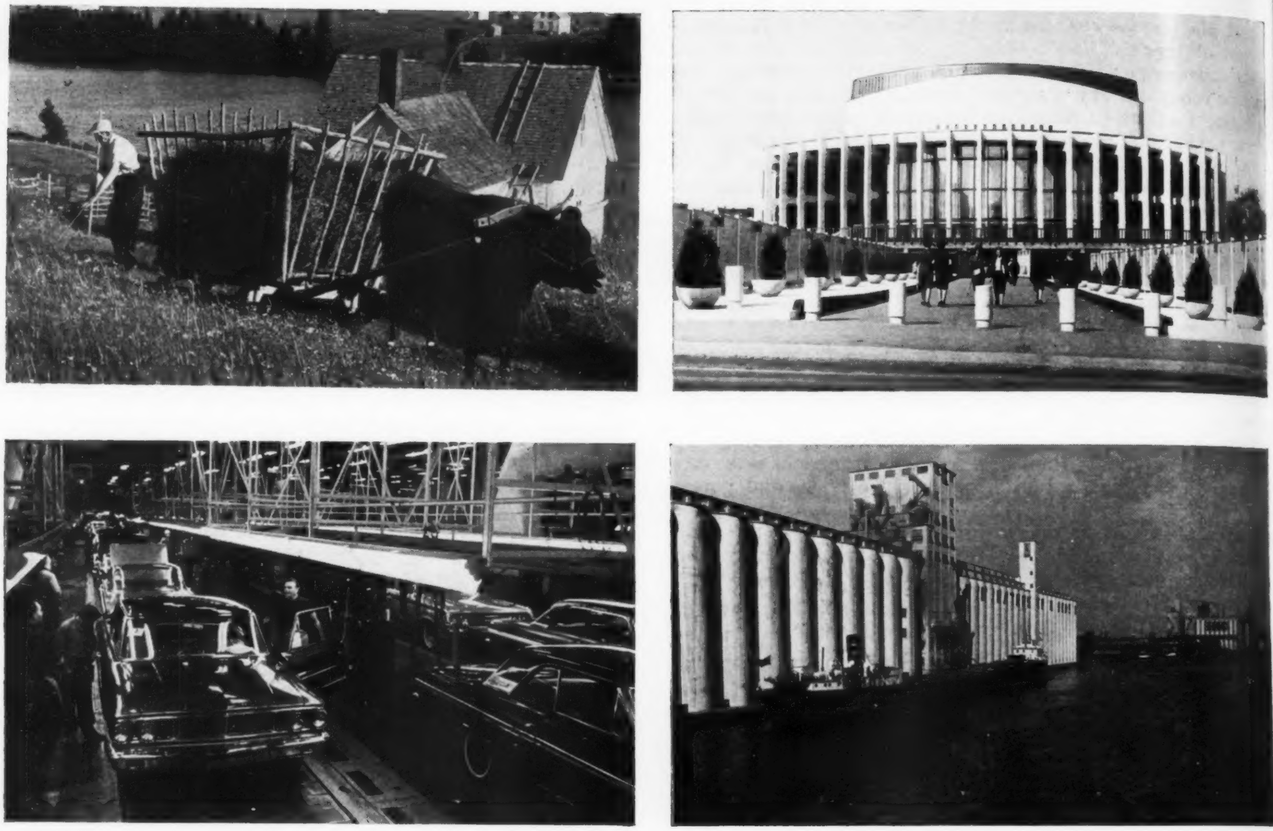
One practical result of the exceptionally high rate of investment in market terms is the specific opportunities referred to in the article on capital goods which are a selection from a wide field. The list covers electrical (including nuclear) power, mining, chemicals and petrochemicals, pulp and paper, machine tools, foundry equipment, transport (including ships and especially ships' gear), together with aircraft, aircraft engines and equipment. Other specific opportunities in the field of equipment have been pinpointed, after careful research, in the *Export Services Bulletin* Supplement of June 15, 1965. These opportunities included pumps, valves and compressors; electronic components; laboratory and scientific equipment and glassware; materials handling equipment; packaging machinery; recording, measuring and control instruments; surgical and medical instruments; and textile machinery.

The high rate of growth accompanying a high rate of investment leaning heavily on foreign (mainly United States) funds has both provided high personal incomes and relieved pressure to save (although the ratio of saving in Canada is, in fact, relatively high - higher than in the United States). The result - in the consumer goods field - is the free spending that goes with ample incomes. These permit Canadians high standards of housing, clothing, food, public and private transportation, household consumer durables and leisure spending of every kind. The article on consumer goods illustrates this free spending with examples, and pinpoints specific opportunities for British goods. It is fascinating to see the great markets opened up as affluence permits the free-spending use of time off. Leisure hours increased by the freest use of every labour-saving household durable are filled with such expensive toys as sports cars, light aircraft, sailing- and power-boats, as well as with water and land ski-ing equipment - even mechanical ski-ing in the skidoo. Free spending also spreads habits of wearing, eating or merely enjoying different things from overseas, for their own sake and high merit, as well as for novelty and prestige.

The second main characteristic of the Canadian market is that it follows very closely the United States pattern. Heavy direct and other investment by the United States (which has a majority share in the mining of Canada's vast resources, in oil and gas, and in the manufacturing industry as a whole) has meant not only direct imports of American goods, but American technology and know-how, which in turn influences industrial and private preferences, standards and buying habits. The fact that Canada and the United States are by far each other's best export market, and have their biggest manufacturing complexes adjacent to each other north and south of the Ontario and Quebec borders, means a huge and comprehensive cross-traffic of materials, men and ideas with all that this implies in an increasingly common approach and common standards as regards making, distributing and selling goods. The close proximity of American factories and offices; good communications making for easy and prompt access of goods, parts and salesmen; the facility and economy with which American written, aural and visual technical communication and sales propaganda designed for the American market can be directed to the Canadian manufacturing and consuming heartland; all these promote the dominant position of the American exporter.

This underlines the need for the professional approach to the Canadian market which I began by advocating. It means a careful assessment of possibilities so that the market is not entered in the mere belief that a sales potential apparently exists for any particular product. The British exporter should not begin to sell until

Photographs on Page 16 show (left): Halifax shopping centre at Halifax, Nova Scotia and (right): children skating on an ice rink next to Dufferan Terrace, in Quebec City. Photograph above shows Manic 5, part of the Manicouagan Hydro Project, Quebec. This is the largest multiple arched buttress dam in the world. The 703-ft. high dam wall is 4,310 ft. long. Nearly 3 million cubic yards of concrete were required for the construction of this dam which has a reservoir area of 800 square miles.



ABOVE (left): A farmer pitching hay into an ox-sled at Cape Breton, Nova Scotia; (right): Place des Arts Montreal. BELOW (Left): Assembling Ford motor cars at Oakville, Ontario; (right): A lake freighter docked by a grain elevator with a log boom in front of it at Port Arthur, Ontario.

Canada—the market *continued*

he has made reasonably certain that his product can, in fact, be marketed successfully. Canada is a big country, and he had better be selective both as to the right product of a range, the right area to sell in, and the right approach to selling. The area will not always be the most populous parts of Ontario and Quebec where the Canadian and American selling effort (and its support with parts, after-sales service, salesmen and advertising) is likely to be strongest.

Whatever professional help may be sought in market research, the final assessment can really be made only by the exporter himself. Researchers may tell him that the market for his product is there. Only he himself can tell what off-take at what price and mark-up (high in Canada) his production lines can cope with, and whether the necessary modifications and support effort are worthwhile; and only he can distinguish between the theoretical opportunity and the real one.

The sort of questions to be asked are: Have I a special price advantage (despite the high mark-ups for Canadian agents) due to the high labour content in my product, so that lower British wages offset, say, the near competitor's advantage from large-scale mass production and lower unit costs? Is my price advantage less affected by a freight differential in some areas rather than others? Can anything mechanical I want to sell stand up to extremes of winter weather? Will my delivery meet local expectations of quick delivery based on American pace-setting accessibility of factories and readiness to deliver quickly?

There are other questions for the supplier of capital goods. Will my remoteness as a source of supply put off my customer who may be ready to pay a premium for a local source of supply closer at hand? If I wish to sell to an official agency have I gone through the formalities of being put on the official list, and have I appreciated the extent of the price preference, apart from other less tangible preferences, including standards and buying habits, which may be given to provincial and national suppliers? (In this connection the free Board of Trade booklet, 'Selling to Federal and Provincial Government Departments' should be studied.) How far do all these considerations, together with the influence exercised by the source providing the capital involved, limit the practical scope for my efforts apparently offered by so many attractive projects, large and small?

Such questions should not be thought discouraging. They should be taken to show the homework necessary to reap the rewards of a rich but competitive market. The factors that can make the homework pay off are equally crystal clear – the tremendous growth potential of the country which the Economic Council envisages as doubling in the period 1963-70 over the previous seven years. Canada is the world's biggest importer of manufactured goods per head of population. In round figures each Canadian imports every year nearly £80 of goods, each Briton £16, each American £12.

Such figures make it obvious that each Canadian is worth that much more attention than the buyer in any other industrial country. Such a big spender deserves close heed to what he wants and to when and how he wants it. Market research in the widest sense – that is, the careful assessment of the real chances for selling your product and aggressive salesmanship, using the latest techniques of persuasion but backed by good follow-up and support service of every kind – these make up the professional approach the market needs and will reward.

Selling to Canada

By Peter Allen, Chairman, BNEC: Canada

WHY CANADA? The short answer – because Canada is the greatest importer of manufactured goods per capita, in the world. Her annual imports for 1965 were some £2,900 million and it is estimated that they will climb to about £3,600 million in 1970.

Despite Canada's pre-eminence as an importer, Britain has never managed to sell enough goods to her to offset her own enormous purchases from Canada of essential foodstuffs and raw materials and so has always suffered an imbalance of trade with Canada. More recently the imbalance has been in the proportion of something like 2:1. This has led to serious consideration of how it might be reduced to more manageable proportions. Emphasis has been on the need to reduce the deficit by increasing exports. The problem has been tackled broadly in two ways: by the general stimulation of industrial interest in the Canadian market through export promotions; and by bilateral discussions between the Governments on the removal of obstacles to our export trade.

More particularly, the role of BNEC : Canada is, on the one hand, to encourage businessmen to go to Canada to seek out opportunities for themselves; and, on the other hand, to bring to the attention of Canadians what British industry has to offer. One useful method of encouraging exporters to take a look at the Canadian market has been provided by the BNEC Mission Scheme. In 1966, aided by 50 per cent BNEC grants, 14 outward and inward missions took place sponsored by Chambers of Commerce and Trade Associations. The number of missions taking place this year will almost certainly exceed this figure. The success of these missions is naturally dependent on careful pre-planning by the sponsors and on co-operation with United Kingdom Trade Commissioners in the Canadian cities to be visited.

Our commercial officers in Canada have an important role to play in providing market information, advice and concrete help to exporters. In order to bring home to industry, literally and figuratively, the opportunities awaiting them in Canada, a team of British Commercial Officers in Canada in the autumn of 1965 undertook an eight-week tour of this country interviewing some 750 firms in selected industries. Industry's response was enthusiastic and the follow up work which resulted from the exercise, known as 'Canextour', is described in greater detail elsewhere in this Supplement.

Valuable work has also been done in introducing British goods to Canadian buyers. BNEC : Canada has collaborated in arranging a variety of promotional exercises. Successful store promotions have been held by the T. Eaton Co. in their stores across Canada and by the Hudson Bay Co. in Vancouver; and a British Shopping Fortnight was held in St. John's, Newfoundland, last autumn, similar to one held the year before in Halifax, Nova Scotia. Under their Joint Venture Scheme, the Board of Trade has also provided assistance to a number of industries for group exhibits at various Canadian specialized exhibitions and trade fairs. This assistance is to be given for more than a dozen displays in Canada during 1967.

It has long been felt that a permanent shop window for British goods was needed in Canada. In May, 1965, the British Canadian Trade Association, a body representing British interests, opened trade showrooms in Toronto and Montreal which can be hired free of charge by British firms entering the Canadian market for the first time. These valuable adjuncts to the export drive have now been used by over thirty firms. More recently a third display centre has been opened in Vancouver.

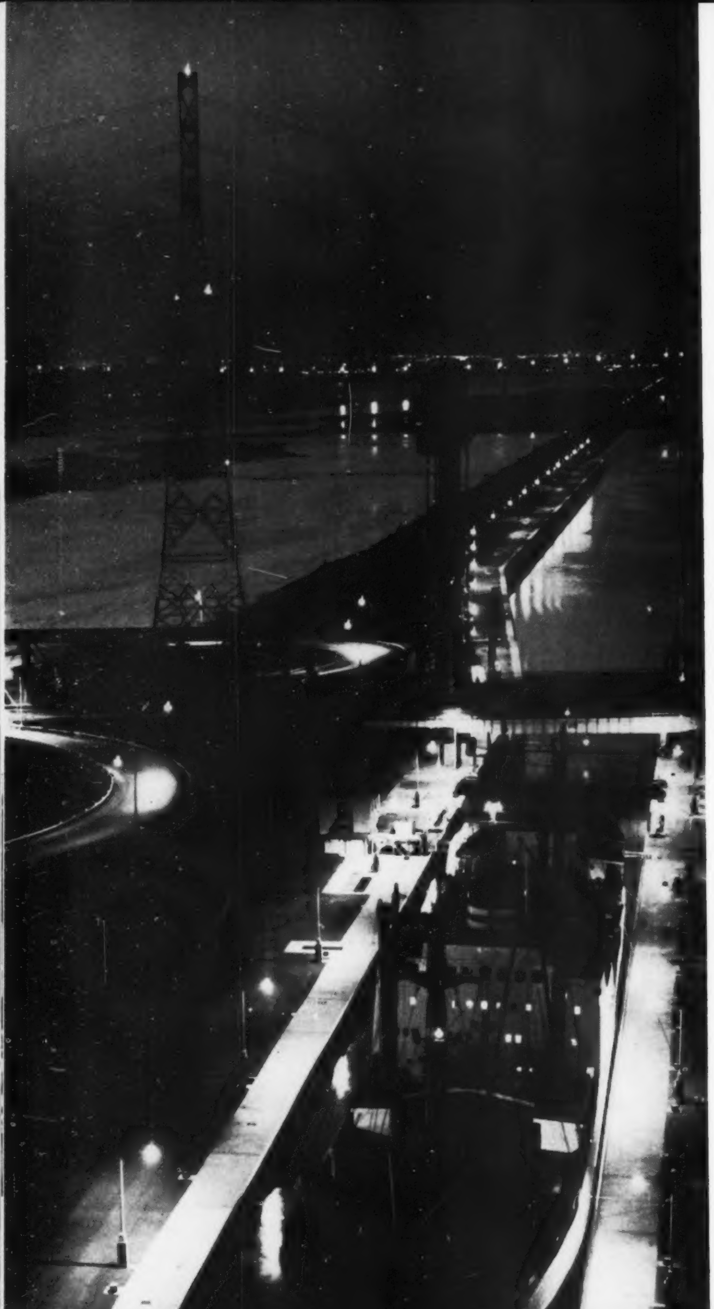
These promotions have undoubtedly contributed in some measure to the increase in our total exports to Canada (about 7 per cent a year over the past two years with an increase of 23 per cent over the three-year period to the end of 1966). It is hoped that this might increase to 35 per cent by 1968.

It is significant, however, that in 1966 (provisional figures) imports from Britain accounted for only 6.6 per cent of Canada's total imports. This compares with 7.2 per cent for the whole of 1965 and 10.7 per cent for 1961. We are, therefore, not maintaining our share of the expanding Canadian market despite the improved export performance.

During 1967 Canada is celebrating her Centenary of Confederation. The centrepiece of the celebrations will be 'Expo '67', the Universal and International Exhibition in Montreal. The British Government's contribution is an impressive pavilion which will demonstrate graphically Britain's achievements in the technological field, as well as in many others. The Centenary Year is also the occasion for an extensive programme of trade promotions in Canada, culminating in large scale British participation in two major Trade Fairs and a British Week.

A British-made silent generator is hoisted for shipment to Canada. Made by Auto Diesels Ltd., and developed in conjunction with Vokes Ltd., it is the first of an initial order worth £100,000 placed by the Canadian Broadcasting Corporation.

From May 1 to 5 in Toronto some 200 British firms will be



The St. Lambert lock of the St. Lawrence Seaway. The lights of the city of Montreal are in the background.

Selling to Canada—*continued*

exhibiting and occupying about 60,000 square feet at the British Industrial Fair in the National Industrial Production Show – itself the largest and most important engineering show in Canada. This biennial event is expected to attract 40,000 buyers.

Twelve days later in Vancouver the British Columbia International Trade Fair opens, from May 17-27. Some 15,000 sq. feet will be available for British exporters who will have on display a wide range of capital and consumer goods.

Both these operations are being arranged by British Overseas Fairs Ltd. and are sponsored by BNEC : Canada. The Board of Trade is giving substantial financial assistance which will enable costs to exhibitors to be considerably less than they would otherwise be. The third promotion, organized by the Board of Trade in conjunction with BNEC: Canada, will be the most ambitious British Week yet undertaken. Held in Toronto from October 12-21, it will comprise seven large shopping centres and ten smaller ones – in effect 17 British Weeks. These three events will give an added incentive to those who may be contemplating the Canadian market.

Long past are the days when goods stamped 'Made in Britain' were a sign of automatic entry, but in a booklet published by my Committee entitled: 'Profit in Canada – Some Case Studies of Success'* there is ample evidence to show how many have already succeeded in establishing themselves in this sophisticated market.

While there is no single formula for success there are certain basic rules which the newcomer to Canada might do well to heed. What is sold in the United Kingdom will not necessarily sell in Canada: an adaptation in design, colour and packaging might enhance the chances of success. This will mean that an executive will have to go to Canada with pre-arranged contacts to study the market. Having ascertained that the product is suitable an agent or agents will have to be appointed, and it is seldom done satisfactorily by letter. The sheer size of the country makes it virtually impossible for one man to do the job. It does, however, divide itself into five marketing areas: the Atlantic Provinces (Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland); Quebec – where the people are bilingual; Ontario; the Prairie Provinces (Manitoba, Saskatchewan and Alberta); and British Columbia.

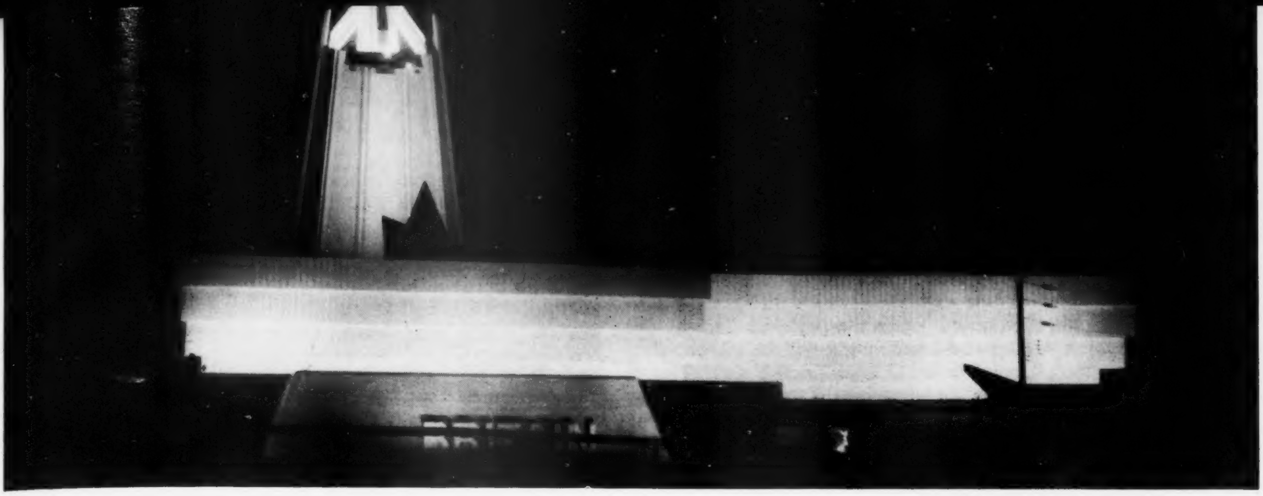
Canada's proximity to the United States, geographically and as a trading partner, makes it more important that, if British exporters are to prosper, sufficient stocks and spares are always available: thus the setting up of warehousing and distributive facilities is often fundamental to a successful operation. Failure to keep delivery promises is tantamount to saying: buy elsewhere.

But the Canadians want to buy British: it is in their interest to do so. Moreover, Britain can supply the sophisticated needs of Canada's fast expanding economy. To mention but a few: industrial machinery and machine tools; valves, compressors and pumps; engineering components; telecommunications equipment; scientific instruments; hospital equipment; materials handling equipment; packaging machinery; textile machinery; industrial and domestic textiles; china, earthenware and glass and cutlery; clothing, footwear; books; sports equipment; toys; foodstuffs and confectionery.

Sixty per cent of the consumer goods are sold through the department stores, most of which are represented in all the principal cities across Canada. The Hudson Bay Co., the T. Eaton Co., The Robert Simpson Co. and Woodward Stores Ltd. all have buying offices in London. For a manufacturer new to Canada a visit to the buying offices to test the reactions to his product is always worthwhile. Many well established exporters do all their business through buying officers who are either resident in London or who come over normally at the beginning of the year.

Today, Canada with her population of 20 million, has completed her fifth year of uninterrupted boom. Although there are signs that the economy is becoming overheated and that the average growth rate of 6 per cent since 1961 may be less this year, Canada, nevertheless, represents an ever-growing market for the British exporter: one we can hardly afford to ignore.

* Available from BNEC: Canada, 21 Tothill Street, London, S.W.1.



The British Pavilion at Expo '67, by night

EXPO '67 – Britain on show

By Lt.-Gen. Sir William Oliver, GBE, KCB, KCMG, DL, Commissioner-General for Britain at Expo '67

TWO LARGELY MAN-MADE ISLANDS in the middle of the St. Lawrence River at Montreal will form the central site for the first Category One International Exhibition to be held since the Brussels Exhibition of 1958. Expo 67 – the short title for the 1967 Universal and International Exhibition – will take place in Montreal from April 28 to October 27, 1967, and will cover an area of 800 acres. The climax to the celebrations of the 100th birthday of the Canadian Confederation, Expo 67 is the only official first category world exhibition ever to have been held on the American continent.

The exhibition will be staged in three main areas. A major reclamation project has extended St. Helen's Island in the St. Lawrence at both ends, and on the south side another completely man-made island – Ile Notre Dame – has been created. The third main area of the exhibition will be on Mackay pier, part of Montreal Island. The two island areas have been terraced and developed to form a 'Venetian' setting of piazzas, lagoons and canals.

'Man and his World' is the central unifying theme of Expo 67 – a theme which leaves scope for widely different and individual interpretations by the participating nations. As well as the national pavilions, there are special 'theme' pavilions – for example, 'Man the Creator', 'Man the Explorer' and 'Man in the Community'. These are being built by the exhibition organizers, and industries from all over the world have been given the opportunity to participate in them. The national pavilions themselves will be concerned with demonstrating the contributions of the individual nations to the wealth of common knowledge and with showing the achievements of the past and the prospects for the future.

Britain's site of nearly three acres is on the Notre Dame Island, near the sections of France and the Canadian Federal Government. It is an elevated site, and the British pavilion will be part of the Expo skyline. The pavilion, which is being organized by the COI and in which some of Britain's leading designers will show Britain's contribution to the overall theme 'Man and his World', has been designed by Sir Basil Spence. It comprises three main exhibition buildings standing on two sides of a broad concourse with one of the three buildings – a conical tower which is the entrance to the pavilion – rising to nearly 200 feet. The pavilion has a stark, industrial appearance and the walls rise directly out of the water, making it an island on an island. It was Sir Basil's intention to reflect in the exterior design the physical characteristics of the British as an island people, and inside the pavilion to show them breaking out of the boundaries of their environment.

The theme of Britain's contribution is 'The Challenge of Change'. Told in five chapters, the story demonstrates how throughout their history the British people have responded and adapted to their changing environment, and to the problems they have had to face both nationally and internationally. The first chapter, 'Shaping the Nation', is designed by Sean Kenny and shows 3,000 years of British history and development. Its approach is deliberately theatrical, intended to capture the interest of the audience and provide an exciting foretaste of the British exhibit. Visitors are involved in an experience created by the use of shapes, sound, colour and projected images, with no written text, no spoken commentaries and no exhibits in the usual sense.

The second chapter, 'The Genius of Britain', forms a bridge between the past and the present – between Sean Kenny's 'Shaping the Nation' and James Gardner's 'Britain Today' – and presents in some detail a record of outstanding British contributions to human progress. Designed by Beverley Pick, it consists basically of a roll of honour featuring displays of British contributions to the arts, to pure science, to applied science and to reform, philosophy and political science. In contrast with Chapter 1, the atmosphere is quiet and studious.

Modern Britain, a nation changing to meet the challenge of the age, moving forward but carrying with it all that is acceptable from the past, is shown in the third chapter, 'Britain Today'. Designed by James Gardner, its purpose is to dispel, in a lively and entertaining way, many mistakenly held ideas about the British by showing cross-sections of the people, their character and present-day way of life. Traditional and modern images are shown side by side by means of larger than life sculptures of an archetypal family placed in various everyday situations.

The largest display area in the British pavilion is occupied by the 'Industrial Britain' section, designed by Theo Crosby. The aim of this display is to demonstrate how British industry is reacting to the needs of a rapidly changing world. Industry is shown changing from a situation in which production is comprehensible in lay terms to one in which processes and techniques are rapidly becoming unseen and incomprehensible except to the specialist. Visitors are shown an introductory film illustrating the changing nature of power, and then led into the main exhibition area where gleaming white 'caverns' house some of the achievements of Britain's science-based industry. The bigger exhibits, such as the Concorde and the Hovercraft, are shown in model form. The theme of the whole area is technological change.

'Britain in the World', the fifth section, designed by Mario Armengol, shows the role of Britain in world affairs now and in the future. A number of circular displays, sunk into the floor, tell the stories of 'Britain the Trader', 'Britain and the Commonwealth', 'Britain a World Influence', 'Britain the Good Neighbour' and 'Britain and the Future'. After this final feature visitors descend into the information area, consisting of an information bureau equipped to deal with any inquiries about British exhibits and to help those who seek information on trade or travel. Here also is a 170-seat cinema, where there will be regular performances of British documentary and short films.

It is difficult to think of any activity in Britain which is not represented somewhere in the British pavilion. There are, however, other supporting events at the exhibition which allow visitors to capture the authentic flavour of various aspects of British life. English beer, Scotch whisky and London gin will be dispensed to visitors in the atmosphere of a traditional English pub. This is 'The Bulldog', built jointly by The Distillers Company and Whitbreads, who by using the pub as a shop-window for their brands hope to expand their sales in the North American market.

Other prominent British features at the exhibition will be two transport services. The big SRN6 Hovercraft will ferry fare-paying passengers between the Expo area on the Montreal side of the St. Lawrence and La Ronde – the amusement area on St. Helen's Island. Manufactured in Britain by the British Hovercraft Corporation, the SRN6s will carry 36 passengers at speeds of up to 60 m.p.h. This will be the first commercial service operated outside Europe by the big SRN6. BP Canada Ltd. are sponsoring the service to be operated by the Canadian branch of Hoverwork Ltd.

Two London Transport double-decker buses will operate a service between Dominion Square in Montreal and the Expo amusement area. Sponsored by Brooke Bond (Canada) Ltd., the service will be run during the day for the entire period of Expo and will also provide a special evening service for theatregoers.

Britain is also taking a full part in the cultural life of the exhibition, spearheaded by the National Theatre, the Bristol Old Vic, the Royal Ballet, Yehudi Menuhin and the Bath Festival Orchestra and the English Opera Group.

Expo 67 is not, of course, intended to be a trade fair as such. However, the Canadian Government is anxious to introduce visitors to the industrial potential of the country, and the organizers are making great efforts to attract a large number of business visitors, who will be catered for in a Business Development Bureau housed in the International Trade Centre sponsored by the Canadian Bankers Association. The staff of the Bureau will arrange visits for visiting businessmen to any part of Canada and will advise on what contacts to make there. They will also facilitate exchanges between businessmen of various nations with each other and with Canadian enterprises. To make the most effective use of these services, however, intending visitors are asked to give ample notice of their arrival and details of the particular contacts they would like to make; this enables the Bureau staff to set up arrangements for visits to corporations, industrialists, dealers, exporters, etc., and businessmen and bankers in any part of Canada.

There should be excellent opportunities for the British businessman at Expo 67. The British Government, who are investing £2½ million in participation at the exhibiton, are hoping that this occasion will, in addition to telling people about Britain, lead to an increase in the volume of British trade with Canada.

The commercial services of the British Government Office in Montreal will be available for businessmen visiting Expo 67 from the United Kingdom. Businessmen from Canada or elsewhere will also be able to make use of this office in following up inquiries about British goods. There will be a special trade inquiry point at the information stand in the British Pavilion, which will have a direct telephone link with the British Government office, and there will be direct communication facilities with the Business Development Bureau.

The importance which Britain attaches to her participation in Expo 67 during Canada's Centennial Year is evident from the British representatives who will be visiting the exhibition. Her Majesty the Queen and Princess Alexandra will both visit Expo 67, and the Prime Minister will be attending for the festivities on June 1, Britain's National Day.

Canextour—an in

By N. S. Belam, Principal British Trade Commissi

A COMMERCIAL OFFICER in a British Government Office overseas may often be asked what he has done to increase British exports. Normally, the honest answer must be that he does not know. It would, of course, be very pleasant if he could say that he had been instrumental in obtaining an order for a complete power station or something of similar magnitude; and often he has indeed played a contributory part in such achievements. But usually a commercial officer is part of a joint effort, with British industry as the major participant. Any assessment of the results of a particular exercise like 'Canextour' must therefore be seen against this background.

Canextour was the name given to a market information project organized by the Board of Trade in order to make British manufacturers more fully aware of the opportunities which exist for exporting their products to Canada. A team of six British Trade Commissioners stationed in Canada spent eight weeks in Britain in late 1965. They made a country-wide tour and in the course of their visits interviewed some 750 firms, making goods in 11 product groups, which offered particular sales opportunities in Canada.

A high proportion of the firms seen rated the exercise well worthwhile and many asked for concrete help. Some 350 firms wanted specific market information and the visits resulted in 200 firms seeking new agents. These inquiries have been followed up by our commercial officers in Canada who have supplied all the market information requested. Firms have also been given introductions to suitable agents, as a result of which 40 have appointed new agents and 45 are in process of negotiation.

It will, of course, be difficult, even at a later stage, to assess with any precision the general contribution which Canextour will have made in terms of increased United Kingdom exports to Canada. However, there are already certain straws in the wind. We already have information of some definite orders having been placed as a result of Canextour. New products from Britain will be arriving in Canada and this will enable customers to study on the spot what we have to offer. This indicates that an encouraging start has been made, though another year or so must pass before the results of the tour can be at all fully reflected in trade figures.

However, it is perhaps of some significance that exports to Canada for the first nine months of 1966 of the groups in which Canextour products were included showed an improvement. These increased by £1¾ million (or by 13 per cent) over the figures for the first nine months of 1965.

Though an increase in exports must be the main long-term criterion, there have been other significant results. The tremendous amount of research that was required for the Trade Commissioners to brief themselves on the Canadian market for the selected commodity groups produced a fund of knowledge which might not otherwise have been gained and which is still being put to good use in their day-to-day operations. A better briefed Trade Commissioner in turn leads to a greater chance of successful business for those British firms who consult him. To say that he should have known the score anyway is churlish as he cannot be expected to become an expert on products ranging from mini-skirts to machine-tools any more than a businessman himself is an expert on products outside his own field.

Another bonus has been the lasting impression made on numerous Canadians and Canadian companies who have of necessity been brought into the operation. In the preliminary period Canadian agents welcomed the opportunity of telling the Trade Commissioners of their problems with their principals and their customers. Similarly in the follow-up the best way to gather the market information requested by British firms visited on Canextour has frequently been to talk to and consult Canadian experts in the

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EXPORTING
CAPITAL GOODS
TO CANADA

Above: Canextour representatives at Newcastle-upon-Tyne. Below: Laboratory glassware being graduated in the Sunderland works of James A. Jobling. Laboratory equipment was one of the groups of equipment covered by Canextour.

business field concerned. British firms seeking Canadian agents have led the Trade Commissioners to contact and re-contact Canadians. Every time an approach was made, the point of contact was Canextour, and Canadians were not slow in recognizing that British industry was working closely with the Trade Commissioners in a strong bid to increase their share of this booming market.

Then, too, Canadian officialdom had, before Canextour, tended to hold the view – at least in some quarters – that the British attack on the Canadian market was somewhat lukewarm. They saw, in Canextour, a determined attempt by British officials and businessmen to ensure that the attack was examined thoroughly to see where it might be lacking and could be improved; and were impressed.

The closer contacts established between the British firms visited, the Trade Commissioners and the Regional Offices of the Board of Trade should not be overlooked or underestimated when drawing up the Canextour balance-sheet. Business executives and civil servants are perhaps traditionally suspicious of one another – with just cause in some instances – but the exercise could not have got off the ground unless this natural prejudice had been overcome. The commercial officers on Canextour were frank and outspoken with the sole object of helping British firms in their endeavours. To be called 'the nearest thing to a real businessman' was praise indeed for a bureaucrat. The fact that three-quarters of the firms interviewed felt able to ask for assistance in one form or another is testimony enough to the good working relationship which is continuously being developed between both sides.

As well as these worthwhile gains, Canextour had, as I suggested above, the advantage of providing an opportunity for re-examining the best methods of conducting business in Canada which is often considered as one of the most sophisticated and difficult markets for British exporters. Its huge size, its differing cultures and the immense giant of United States industry to the immediate south speak for themselves in any such assessment.

Too often in the past Britain has been branded in Canada as out-of-date and ineffective because of the allegedly inferior trading techniques we have adopted. It is simply no good trying to trade at such a vast distance without appointing a Canadian representative and, more often than not, one representative is not enough if cities 3,000 miles apart like Vancouver and Halifax and places in between, are to be covered. How refreshing therefore to find this point well taken by many of the British firms taking part in Canextour and to see them anxious to find agents, one in every Canadian Province if necessary.

There was also a noticeable willingness on the part of several firms to follow up the exercise by sending out a high-ranking company executive to discover, at first-hand, with the help of the Trade Commissioners if needed, what conditions in Canada are really like. One can read about problems without them really sinking in, but actually to sit in the President's office of a Canadian company while he complains across the desk about poor deliveries and why he must have the goods on, or before time, is an experience which is likely to be translated into remedial action.

Even though we are still in the position of 'looking through a glass, darkly', as far as the final export achievements are concerned, the dissemination of vital trading information to so many British firms on Canextour face to face, and the subsequent follow-up action by the Trade Commissioners on their behalf, seem certain to continue to have an important effect on the commercial relations between the two countries. This being so, a Trade Commissioner may perhaps be excused if he is heard singing to himself the last words of an old song to the effect that his 'living has not been in vain'.

Britain participates in two trade fairs

By W. P. N. Edwards, Chairman, British Overseas Fairs Ltd.

BRITISH INDUSTRY's most determined and concentrated bid ever to increase its share of Canada's multi-million dollar market for both capital and consumer goods is being launched in 1967, Canada's Centennial Year.

This bid takes the form of a three-pronged attack on the market. It begins with two trade fairs in May. First, in Toronto, from May 1 to 5 there will be a British Industrial Fair mounted within the Production Show '67. Secondly, on the other side of the continent, from May 17 to 27 in Vancouver, there will be a British Pavilion at the British Columbia International Trade Fair, at which the City of London will also have its own separate pavilion. Finally, five months later, back again in Toronto, there will be a full-scale British Week.

This article describes the plans for the two trade fairs, for which British Overseas Fairs Ltd., in co-operation with the BNEC Committee for Exports to Canada and with the full support of the Board of Trade, will be responsible. The British Week in Toronto is dealt with in the immediately following article.

Britain at Production Show '67

Signal for the start of this assault on the Canadian market will be the opening of the 'British Industrial Fair' at the National Industrial Production Show '67 in Toronto on May 1. An exhibition within an exhibition, the British Industrial Fair will be the largest display of capital and producer goods ever mounted by Britain in Canada.

The 'Production Show' organized by Industrial and Trade Shows of Canada (the exhibition company of the Maclean Hunter group), is Canada's largest and most important trade fair for production equipment, machinery and materials. A biennial event, it attracts many thousands of the nation's top executives and buyers from all parts of the country and the United States. A total of well over 30,000 registered buyers visited the fair on the last occasion it was held, a figure expected to be substantially exceeded by the '67 show, which will be more than 65 per cent larger with exhibits from 22 countries.

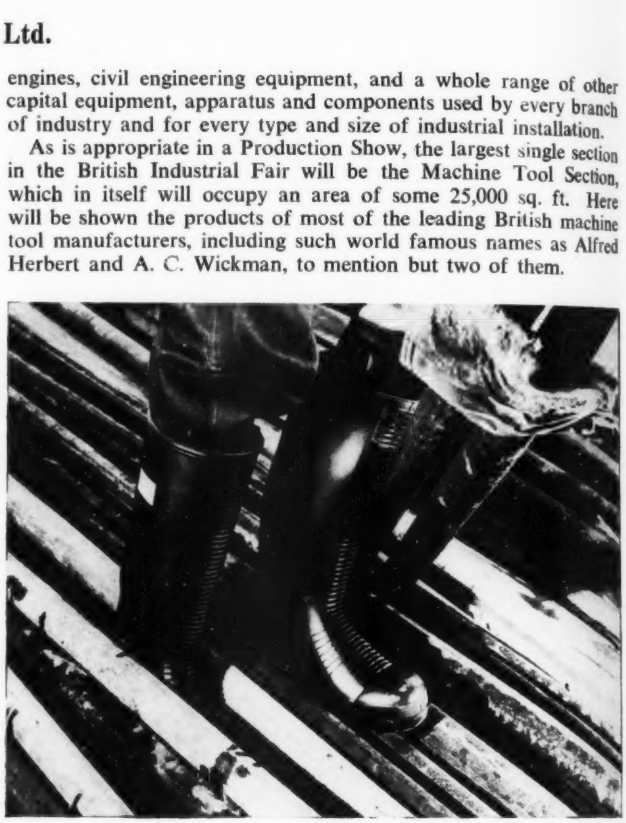
It is essentially a 'hard sell' affair at which orders are taken and serious business is done.

An indication of the size of Britain's effort this year can be gleaned from a comparison with our representation at the 1965 Production Show. In 1965 two British firms exhibited directly, occupying 1,680 sq. ft. net and 57 exhibited indirectly, i.e. were represented on the stands of dealers or agents, occupying an estimated 15,000 sq. ft. net. The total was therefore just short of 17,000 sq. ft. net. This year British representation will be four to five times as great. Altogether some 300 British firms will be exhibiting, about half directly and half on the stands of Canadian dealers or agents, and the total space occupied by exhibits will be 60,000 sq. ft. net. They will represent far and away the largest national exhibit in the show.

Moreover, whereas in 1965 the British exhibits were scattered throughout the exhibition, on this occasion they will all be housed together in the vast Automotive Building, adjacent to the main entrance to the Canadian National Exhibition Grounds.

The range and scope of the British exhibits can be gauged by the categories under which they will be shown: machine tools, mechanical handling equipment, gauges and tools, scientific instruments, services, chemicals, chemical plant, gears and bearings, pumps, valves, compressors and hydraulic equipment, special steels and structural steel products, industrial rubber and plastic products, electrical and electronic equipment, automation equipment, diesel engines, civil engineering equipment, and a whole range of other capital equipment, apparatus and components used by every branch of industry and for every type and size of industrial installation.

As is appropriate in a Production Show, the largest single section in the British Industrial Fair will be the Machine Tool Section, which in itself will occupy an area of some 25,000 sq. ft. Here will be shown the products of most of the leading British machine tool manufacturers, including such world famous names as Alfred Herbert and A. C. Wickman, to mention but two of them.



Dunlop safety boots will be among the products exhibited by the company at the British Industrial Fair in Toronto.

One of the largest individual stands will be that of Imperial Chemical Industries Ltd., covering over 2,500 square feet, who together with their associates, Canadian Industries Ltd, will be showing a comprehensive range of heavy chemicals, plastics, dyes, paints, synthetic fibres, agricultural products and explosives. Nearby, as centre-piece both in the physical and thematic sense of the term, will be an exhibit organized by the Ministry of Technology, with the title 'Ideas for Sale – Ideas from Britain'. This fascinating exhibit will demonstrate some of the most advanced products or processes now being developed by British technology and research. In all, a dozen inventions and processes that can be profitably applied to Canadian needs will be on display. Firms whose products will be featured include: Austin Motor Company, The British Aircraft Corporation Ltd., British Oxygen Co. Ltd., Bruce Peebles Ltd./G. & J. Weir Ltd., Bullfinch (Gas Equipment) Ltd., Langley Alloys Ltd., Linen Industry Research Association, The National Research Development Corporation/Catchpole Engineering Co. Ltd., Petters Ltd. and Wickman Machine Tool Sales Ltd. The Ministry's own National Engineering Laboratory and Warren Spring Laboratory will also have displays.

To give a complete list of exhibitors taking part in the other sections of the fair, which reads like a Blue Book of British Industry, is almost impossible in the context of a short article like this, but a few of the names, taken almost at random, will show the wide range and high quality of the exhibitors: Conveyancer Fork Trucks, Coventry Climax, The Sheffield Twist Drill and Steel

Co., James Neill, Elliott-Lucas, Joseph Thompson (Sheffield), Hilger & Watts, Rank, Taylor, Hobson, Vickers Instruments, Aurora Gear & Engineering Co., Croft (Engineers) Ltd., David Brown Industries, Ransome & Marles Bearing Co., Dowty Equipment, Auto-Diesels, Arthur Balfour, Samuel Osborn, United Steel Companies, the Dunlop Co., Brush Electrical Engineering, English Electric, Rolls-Royce, Belliss and Morcom and Hawker Siddeley. They will be supported by exhibits by the Committee of London Clearing Banks, BOAC, and others providing services to industry.

To ensure that all buyers at the Production Show visit the British Industrial Fair, British Overseas Fairs Ltd., in co-operation with the Central Office of Information and British Information Services in Canada, are undertaking an intensive publicity campaign which will include direct mailings to 22,500 buyers, advertising in the Canadian technical and business press and editorial publicity. Special days are being organized during the exhibition on which 'hand-picked' buyers from Ontario, Quebec, the Atlantic, Prairie and Western Provinces will be flown into Toronto as the guests of the British Industrial Fair. As a final inducement, Whitbreads are organizing a Britannia Inn on the mezzanine floor of the Automotive Building at which in addition to the 'Public Bar' there will be an Exhibitors and Buyers Club where exhibitors and buyers can discuss their business in surroundings both congenial and thoroughly British!

Britain at BCITF

Immediately following the close of the Toronto Show, some of the most important British exhibitors will pack up their displays and journey 2,000 miles across country to Vancouver, where they will set up shop in the British Pavilion at the fourth British Columbia International Trade Fair, to be held from May 17 to 27. Unlike Toronto, the BCITF is a general international trade fair, i.e. it includes consumer as well as capital goods and is open to the public as well as to buyers. It is held every third year in the Pacific National Exhibition grounds at Vancouver and is sponsored by the BC Government. Although still a relatively small fair compared with some of the European giants, it is well suited to its purpose; and since it is the only fair of its kind on the West Coast of the North American continent, it offers exhibitors one of the finest opportunities in Canada for showing their products.

Vancouver lies at the centre of what has been aptly described as the 'Golden Triangle', an area made up of the Canadian Provinces of British Columbia, Alberta, Saskatchewan and Manitoba and the United States Pacific seaboard States of Washington, Oregon and California.

This 'triangle' is one of the world's fastest expanding growth areas, with a total population in excess of 28 million and a personal income *per capita* among the highest anywhere, which is rapidly increasing. It is interesting to note in this context that many of the biggest development programmes presently under way are taking place within the four Canadian provinces and to the immediate north. Total retail sales in recent years have exceeded $40 billion* and it is estimated that during 1967 they will rise to a record level of close on $50 billion. More than 100 countries trade annually with this region at a conservatively estimated turnover of $6 billion. British companies have, of course, been established there for many years, but the market is growing so fast that it can accommodate many more.

Unlike the 'British Industrial Fair' in Toronto with its sole concentration on capital goods, the British Pavilion in Vancouver will include consumer as well as capital goods. It will occupy the whole of one of the largest and best of the exhibition halls in Vancouver. Even so it is only about a quarter of the size of that of Toronto and it is therefore impossible to do more than present a cross section of some of Britain's best products, represented by one or two leading firms in each of the major sections.

In this way an astonishing range of British products will be shown in a relatively small space. For example, amongst the products on display and the names of some of those showing them will be: chemicals, plastics, paints, dyestuffs and synthetic fibres (ICI); electrical and electronic equipment (English Electric); machine tools (A. C. Wickman and others); hand tools (James Neill and others); diesel engines (Hawker Siddeley and Ruston & Hornsby); motor cars (Rover); carpets (John Crossley and others); fancy goods (Laughton & Sons); freight and passenger services (BOAC); and developments by British property interests (Grosvenor-Laing Estates).

A 3-tier iced cake presented by Huntley and Palmers Ltd. for the British Columbia International Trade Fair.

A special and popular feature of the British Pavilion will be a complete English Supermarket, displaying and selling retail British foodstuffs of every description such as jams, biscuits, sweets and soups. Experience of previous fairs where BOF have put on such supermarkets has shown that they are always a major draw and are a unique way of increasing consumer demand for British foodstuffs.

Also expected to draw big crowds will be the 'City of London Pavilion', which was first shown in its present form at the recent successful British Week at Lyons. This is a 2,500 sq. ft. free-standing structure designed by Ronald Dickens, MBE, FSIA, and Alfred E. Smith, MSIA, which will be erected on a separate part of the exhibition grounds. It is designed to show something of the work of the Corporation of London and the many financial and commercial activities which take place in the City's 'golden mile'. This combination of a British Pavilion showing industrial products and a City of London Pavilion showing the financial and commercial services for which London is so justly famous, will present an almost unique picture on the West Coast of the North American continent of the wide range of industrial, financial and commercial services which Britain has to offer.

As in Toronto, special arrangements are being made to publicize the British Pavilion and to bring in important 'hand-picked' buyers from such centres as Edmonton and Calgary in Alberta; Seattle and Spokane in the State of Washington, and Portland, Oregon, United States.

Taken together, the British Industrial Fair in Toronto, the British Pavilion in Vancouver and the British Week later this year in Toronto will ensure that Canadian buyers throughout the continent will have the opportunity during 1967 of seeing all the best that Britain has to offer. At the same time, at Expo '67 at Montreal, Canadians will find in the British Pavilion there a constant reminder of other aspects of British life and of the many contributions which Britain has made to progress in so many other fields.

As Britain salutes Canada on achieving her first century and wishes her every success for her second, it must be hoped that the tremendous efforts of British industry and commerce during the coming 12 months will result in Britain not only contributing to, but also sharing in, the fruits of that success. Canada is already a great country but her future is even more glittering than her past.

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*40 thousand million Canadian dollars.

British Week in Toronto

Part of the Yorkdale Shopping Complex in Toronto.

1. An imaginary conversation on an air liner

By Raymond Jones, Director of British Week, Toronto.

Scene: Aboard a BOAC aircraft between London and Toronto.
Time: The present.

'Care for a drink?'

'Thanks very much. Scotch and soda, please.'

'Make mine on the rocks, please, steward.'

'On a business trip?'

'Yes. I've been over visiting the textile mills.'

'Do you import textiles?'

'Right again. Nothing to beat your British woollen and worsteds. And you?'

'I'm in the British Diplomatic Service, stationed in Toronto.'

'Is that so? What are doing there?'

'Organizing an event called a British Week. As an importer you must have heard of it.'

'Sure I've heard of it. I've got a brochure about it somewhere. In October isn't it?'

'That's right: the 12th to the 21st. It's a 10-day week.'

City Hall, Toronto.

'Wasn't there a British Week in Toronto a year or two ago?'

'You're probably thinking of the T. Eaton Company's British promotion in October, 1965. Very successful, I understand – made quite an impact. But our British Week is far more ambitious.'

'Is that so? Has it something to do with the Centennial – Expo and all that?'

'We certainly aim to make the Week a real contribution to the Centennial Year celebrations in Toronto; but it has nothing to do with Expo – as you know, that's in Montreal.'

'When you say "we", whom do you mean exactly? The British Government?'

'The British Government – through the Board of Trade – the London-based Committee for Exports to Canada and the British Canadian Trade Association in Toronto. It's a joint enterprise. Then, organizations like the Council of Industrial Design and, in your own particular field, the National Wool Textile Export Corporation, are making very helpful contributions. So are some individual firms.'

'And are you the fellow responsible for organizing it?'

'I'm the Director of the British Week Office in Toronto, which means I'm immediately responsible. But a British Week is rather like a military operation. It's a pretty big thing, you know.'

'So I'm beginning to realize. It must take a lot of planning.'

'About two years altogether, including the preliminary discussions.'

'How about local advice?'

'No problem. The permanent staff of the British Government Office and the British Canadian Trade Association are all very knowledgeable chaps. Then there's an Honour Committee of senior citizens headed by the Lieutenant-Governor of Ontario; an Executive Committee and several sub-committees, made up of high-powered specialists in different fields of activity; plus various individual helpers and advisers. Also the local authorities are giving us a lot of assistance, one way and another. Altogether it adds up to a pretty large team.'

'Didn't I read somewhere that Mr. Pearson was involved as well?'

'That's right. The two Prime Ministers, Mr. Lester Pearson and Mr. Harold Wilson, are co-Patrons.'

'You know, I really had no idea your British Week was going to be that important. Tell me, what sort of a reaction have you had from the big stores?'

'Excellent. They're very enthusiastic indeed. So are most of the other stores we've called on, including the most important chains.'

'How many stores will be taking part, do you reckon?'

'It's hard to say for certain at this stage but we've had expressions of interest – many very keen indeed – from something like 2,000 outlets so far. Naturally we're concentrating firstly on the Downtown stores and the principal shopping plazas. But we're including also all the branches of the most important chains, wherever they're located in Toronto, as well as several hundred individually owned stores outside the main target areas.'

'Glad to hear it. I do a lot of my best business through retailers in the new suburban developments. That's where the money lies. Take Yorkdale, for example. Five hundred thousand shoppers go there every week. You'll be doing something special there, I expect.'

'We certainly shall. I was telling a colleague only yesterday, Yorkdale is so big, ten full-sized soccer pitches could be laid out in the parking space alone; and the two covered malls are long enough to accommodate the "Queen Mary" and the "Queen Elizabeth".'

'And that's only one out of – how many, I wonder? About 150?'

'About that, yes.'

'You said you had called on the retailers in all these places. Not you personally, surely?'

'That would hardly be possible, although I must have visited nearly all of the plazas by now. No, we have four Commercial Officers who do that.'

'Trying to get the stores to take part, you mean?'

'Telling them what the British Week is all about and how their sales can be helped by it – if they stock British goods, that is.'

'And what if they don't?'

'We try to get them some if they're at all interested. Any leads of this kind that chaps pick up – and they've been finding quite a lot as a matter of fact – are notified at once to interested manufacturers back home through the Board of Trade and also to local representatives of British firms.'

'Then you fellows go round again, I suppose, to check on the results.'

'That's right, and also to take orders for display material, which we issue free and to persuade shop owners to take part in the window dressing competition.'

'That's a good idea. Who's handling that?'

'The British Canadian Trade Association. They've established a British Week Fund, made up of donations by member firms and other British business interests in Canada. Part of this is being used to provide prizes in the competition, pretty valuable ones, too. The chap who's taken on the job of actually organizing it has been giving us lots of very helpful advice.'

'Such as?'

'For one thing, he has shown us how vitally important it is to enlist the support of the wholesalers and jobbers.'

'Fellows like me in fact.'

"Fellows like you, certainly. But since your main business is in British imports you probably need little convincing. He's thinking more of the wholesalers who buy through agents and supply retailers from stock. We have to bring home that the public's appetite for British goods will be so stimulated by the activities going on during the Week that it is worth increasing stocks to meet the extra retail demand.'

'I reckon he's right. If you're going to spend all that money on promoting British goods you need to be sure that goods are there to be bought. Tell them you're offering them the chance to build up turnover and profit and that they'd be crazy not to take advantage of it. That's the way to talk to them.'

'Thanks, I'll remember that. We can give them the evidence too – from experience in British Weeks in other countries.'

'How about new lines? Are many British firms coming over to try to sell their stuff?'

'Quite a few, yes. In fact there's been a spate of selling missions last year and this. Some very good business being done, too.'

'Any particular lines?'

'Foodstuffs, confectionery, clothing, giftware, toys, even furniture and floor coverings – other things, too.'

'How about the other way – Canadian buyers going to Britain?'

'There's been a lot of extra traffic in that direction too, especially from the department stores and some of the chains.'

'Tell me about the rest of your plans. Will there be an exhibition?'

'Yes, there will – the biggest so far in any British Week – 60,000 square feet of it in fact.'

'Where will that be?'

'In the Queen Elizabeth Building at the Canadian National Exhibition grounds. We are renting the theatre and the restaurant area as well. What with a car display, a scientific display, a food shop, a replica of an English pub, fashion shows with British models, a children's play centre, live entertainment and a host of other things – something for everyone in fact – we're expecting a massive attendance.'

'Don't worry; you'll get it. The car show and the pub alone should ensure that. What else will be going on? Are you bringing over a London double-decker bus?'

'We hope at least four; also twelve bobbies and a town crier. And bands too – of the Scots and Welsh Guards.'

'Wonderful. Canadians love the skirl o' the pipes. Should do sales of my Scottish tweeds a power of good.'

'Then there'll be a big pavilion in Queen Street opposite City Hall telling the public about the City of London's institutions, as well as various cultural attractions and other special events. Never a dull moment in fact.'

'It sound great, just great. I'm really looking forward to it. What about having the other half?'

'Two more Scotches, please, steward.'

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2. Impressions from London

By Sir Ralph Perring, Bt., Chairman of the London Steering Committee of British Week, Toronto and Vice-Chairman, BNEC Committee for Exports to Canada

HAVING LISTENED in to the imaginary conversation between the Director of British Week, Toronto, and his air-travelling companion, I feel that his modesty does not really tell of the sheer hard work that has been performed by all the British Government representatives in Toronto who have been setting the stage for the biggest British Week promotion yet envisaged by the Board of Trade. The idea of the original downtown attack for our 'hard sell' has spread to 17 major and mini-target areas in all the Toronto residential districts that form this sprawling city of two million people and the co-ordination of the arrangements is a mammoth task. It also requires great tact to create an atmosphere of assured success amongst Torontonians, who enjoy so many American and locally inspired counter-interests; our trade team has been fortified, however, by the enthusiasm shown by the trading, Civic and Centennial authorities in co-operating with us. October 12, 1967, after two years' preparatory work, will prove how worthwhile it has been.

How have we of the BNEC Committee for Exports to Canada in the United Kingdom faced up to the challenge? The ultimate intention of any British Week must always be to sell the maximum quantity of British goods and to fill shop windows and shop shelves with ample 'back up' stocks to last the Week – and onward into the next season. In such a large promotional operation, we have to match Toronto's enthusiasm with more than general exhortation to the consumer industries to go out and sell. The London Steering Committee, therefore, as its first priority, divided the consumer and consumer durable trades into 14 Commodity Groups; each has been led by a chairman who is an experienced business man in that industry and each has autonomy to undertake the sole responsibility for decisions affecting the export requirements of

Aerial view looking up University Avenue, Toronto.

British Week in Toronto—*continued*

the Group, in conjunction with the Board of Trade. The result of this method of delegating authority to those who are business experts has proved a major break-through for prompt action. Who can handle a trade buying inquiry for shoes better than a shoe manufacturer, or for toys, cosmetics, gifts, floorcoverings, food or fashion, better than manufacturers of these goods? All have their own committees. The main Steering Committee has met 12 times so far to hear reports of each Commodity Group, when successful ideas have been pooled and used by other trades.

There is a considerable co-ordinating job to be performed between the Commodity Groups and the Steering Committee and this is being ably carried out by our efficient co-ordinating secretary and staff. At the moment of writing these notes, there are 10 product group meetings arranged within the next 14 days to finalize plans for missions, samples displays, participation at trade fairs, commodity publicity and stimulating manufacturers to give good delivery service, on which the success of this British Week depends. Arrangements have been in hand since January 1, 1967 for visits to Toronto by the following product groups:

(a) Missions – Hosiery and Knitwear (January 3-13), Cosmetics (April 15-22), Tobacco (May 15-20), Giftware (June), Newspapers and Periodicals (June 26-28),

(b) Samples Displays – Men's wear (February 3-11), Footwear (March 13-16), Women's wear (March 24-31), Food and Drink (April 24-26), Pottery (April 25-28);

(c) Trade Fairs participation – Toys (Montreal Toy Fair: February 27-March 3), Cycles (National Sportsman's Show, Toronto: March 10-18), Furniture and Floorcoverings (National Interior Design Show, Toronto: May 23-25).

Those of us at the London end of this great promotion believe that the team spirit of co-operation by everyone concerned will, by October 12, give the result we all so earnestly wish to achieve. Since the commencement of our planning in the summer of 1965, there has been a positive approach by everyone involved to make prompt and fair decisions that have led us on to each next vital stage. We can be assured that, not only will there be considerable increases in the export of consumer goods to Toronto this coming autumn – there will also be closer Anglo-Canadian unity through the contacts that will have been made. We must see that this goodwill is fostered and expanded during the years ahead especially by vigorous follow-up activity in Ontario and the rest of Canada during 1968.

Sir Ralph Perring shows copies of the British Week Toronto brochure to an interested audience at a conference in Toronto.

Consumer goods for an affluent Canada

y G. H. S. Jackson, CMG, Principal British Trade Commissioner, Toronto

N ECONOMIC ANALYST in Toronto was lately worrying that in real lues Canada's economic growth, 6.6 per cent in 1965, would obably be only about 7 per cent and 4½ per cent in 1966 and 67 respectively. Less gloomily he added that 'if the brakes came f 1967 might manage 6 per cent after all.

My answer was the classic 'You think you got troubles'! Most untries in the world would be complacent at their luck, and good anagement, with half these growth figures. Any regrets my alytical friend may have voiced are those of superabundance; the te was struck in August 1966, when the Canadian steelworker came the highest-paid operative of his kind in the world.

These are the indices for those to watch who are wondering hether to try for the Canadian consumer market. Comparisons ay be odious, and the average New Yorker may be materially betr-off than the average Canadian. Even so, the average resident f Ontario has a standard of living about a third higher than the erage citizen of the United States as a whole.

So the Canadian market, especially in its richer concentrations – d these predominate – has all the attractions of the United States arket for the British exporter of consumer goods, plus a tariff vourable over some two-thirds of the field. Its present sources are marily local and American, with Britain a regrettably distant cond and the European Common Market countries and Japan ming up fast behind.

Thus Canadians shop to the tune of about £2,000 million a year r food products, including confectionery; of this they import bout £228 million, but only about £8 million of this comes from ritain. £8 million is a useful export; but it could be greatly creased by emulating those British firms who have achieved it y already locating the Canadian market for gourmet foods, bisits, sugar and chocolate confectionery, preserves and other ffluent society' favourites, not to mention everyday items such s canned vegetables, fruits and puddings. Meanwhile almost half f Canada's imported foodstuffs continue to come from the United tates.

Canada's common frontier with the United States is a fact of ature which, like the Niagara Falls forming part of it, Britain can ly accept, and certainly cannot reverse. A typical economic by-oducts is the Canadian/United States Automobile Agreement. t the creation of a limited Free Trade Area in cars has by no eans put the imported car – luxury, sports, small 'hot' saloon – out f business. The European and, increasingly, the Japanese vehicle s the competitor with Britain for a specialized section of the anadian market which can be made to grow. Despite intermitnt downturns, the importation of (for the most part small) 'Un-merican' cars shows a steady upward curve – from £32 million in 962 to £38 million in 1965. Some British firms have increased eir share of this sector of the import market. Others will do so as ell, if they will use the immense advantage of a 17½ per cent riff preference, and show the staying-power, service-capacity and ice-competitiveness of the best British pace-setters.

In his car or out of it, the Canadian is comfortably and leasingly dressed, as is his lady – usually both are young, for half f Canada is aged under thirty. Most of what they wear is prouced by a highly-protected, imaginative – often brilliantly imitave – Canadian garment industry. Its production, mainly in the rovinces of Quebec and Ontario, amounts to some £350 million year. Yet it uses about £48 million worth of imported pieceoods a year, with Britain, once master of the scene, now accountng for a share of £9.5 million as against an almost identical share rom Japan.

While Canada has its 'carriage trade' – for the ladies American nd French 'haute-couture', among their husbands the occasional avile Row addict – it is in the medium-high price range of British woollens and worsteds, shoes, knitwear, socks, shirtings and leather goods where the general public are prepared to pay a slightly higher price for a much higher quality. Life is not made easier for the British exporter by the high – often over 100 per cent – mark-up which the imported product carries. Nor is it, however, for his Italian, French, Spanish or Japanese competitor, who is doing so well nowadays. And he must use all his ingenuity – consignment trading, air freight when necessary, back-up stock arrangements with buyers – to ensure that, once successful, a line does not run dry on the public.

Today his task is less difficult in one new and important respect. British styles in shoes and clothing grow closer to the Canadian all the time – or is it vice-versa, thanks to Carnaby Street and 'Swinging Britain'? Lightweight British worsteds, too, could be coming into their own again as their design and tailoring characteristics adapt to the North American central-heating syndrome which has long made 11, 9, even 6 oz. cloths a year-round standard in Canada. New and imaginative design – even in men's suitings – appeals in Canada; and the prospects in this field are especially promising, with rich and colourfully blended new suitlengths from Britain beginning to be displayed more than for many years. Wool-and-synthetic blends, as now perfected in Britain, are also beginning to foray into the lost market; and 'Rex Harrison' tweed hats, with their very Canadian combination of informality and virile elegance, also offer an outlet.

Fine crystal and china – Canadians will buy these products as fast as we can supply them. Giftware, good books, sporting goods, toys, cosmetics, furnishings and household goods of every description – their appetite for all these is insatiable. And Canada's income-structure is not a flat, low pyramid, but a diamond-shape, with its £1,000-£3,000 bulge firmly at the waist-line, where the prosperous middle-income group representing 65 per cent of the population lies.

Every Canadian example I have given demonstrates a market in which the consumer is king. He, or she, is affluent by all commer-

BEEFEATER
LONDON DISTILLED DRY GIN
280-B

Part of a large consignment of Beefeater gin leaves the factory of James Burrough Limited, London, for shipment to Vancouver. Sales of Beefeater, which is Canada's leading gin, say the manufacturers, continue to make sensational progress. In 1966 Beefeater marked up an increase of 44 per cent over the previous year.

Consumer goods for an affluent Canada—*continued*

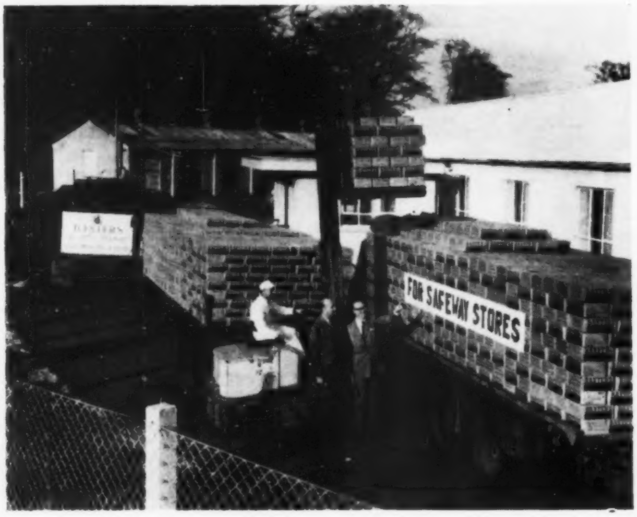
The Clothing Export Council organized a sales mission to Canada during March and April. Amongst the garments shown in Toronto and Montreal were the following:

A casual but smart two-piece, from the Curtissa autumn 1967 collection by L. C. Clothes Ltd. The wide brim hat, safari-style, is by London Town Hats.

Coat-dress by Cojana in lemon wool. The neckline and rounded shoulders are particularly flattering. The helmet style hat is by London Town.

This coat, from Bickler, is in zig-zag stripes of orange and lilac, teamed with a sleek sleeveless dress in matching lilac wool. Bickler Ltd.

This navy-blue coat, from the autumn 1967 range of Alligator Rainwear Ltd., in a swinging cloak style, fastens with a zip and is stitched with white.

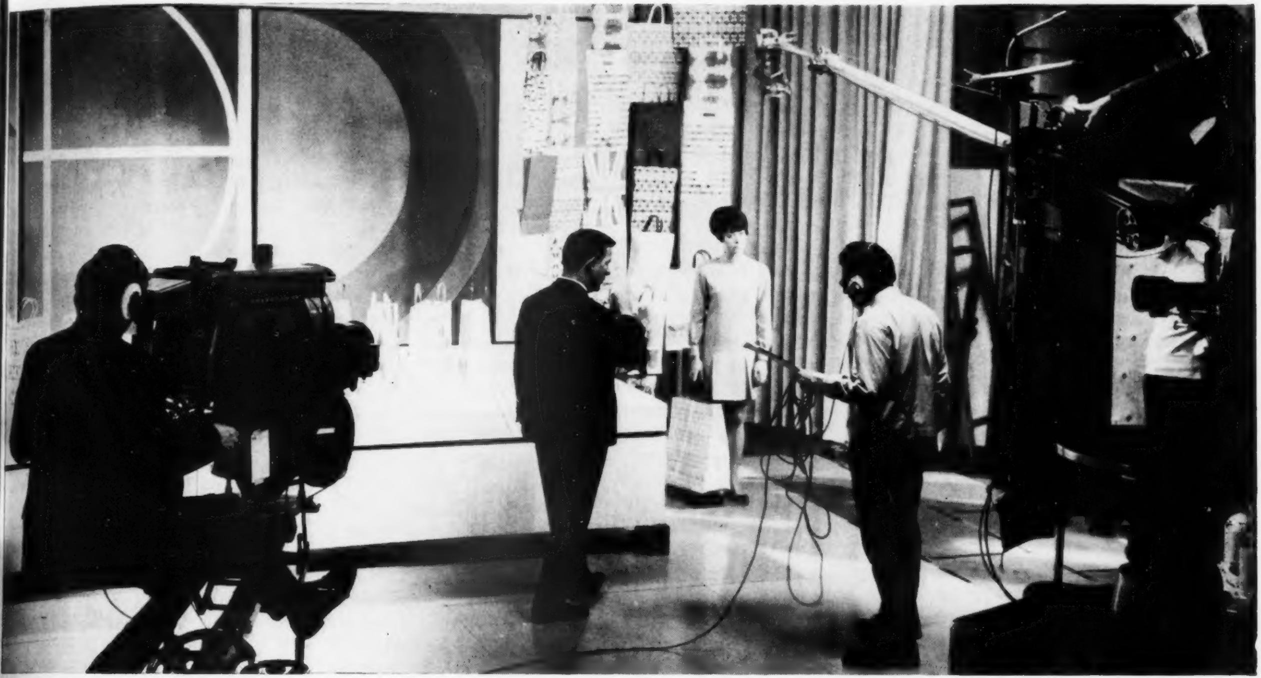


A large consignment of luxury foods made by W. A. Baxter and Sons Ltd., leaves the company's Fochabers factory for shipment to Safeway stores Vancouver.

Josiah Wedgwood and Sons Ltd., Barlaston, Stoke-on-Trent, have produced more than 35,000 pieces of specially designed blue and white Jasper gift ware ornamented with the Canadian coat of arms for sale in the Canadian market in 1967 as souvenirs of the Centennial celebrations. The picture shows Wedgwood chief modeller, Mr. Eric Owen, designing the original clay model of the Canadian coat-of-arms.

A series of 13 colour television films entitled 'London Line' are being produced for the Central Office of Information at the studios of Granville Television Ltd. for transmission in Canada. Rank Audio Visual Limited supplied the 'Gemini' equipment for recording the colour programmes. The 'London Line' series deals with the latest news on fashion, industry and commerce. Part of the series has already been televised on Canadian television.

Photograph at the bottom of the page shows Ercol furniture at an exhibition and reception held for buyers at the British Canadian Trade Association's trade centre in Toronto. An area of 2,000 sq. ft. was made available to Ercol, free of all charges, by the BCTA, both in Toronto and Montreal.



Consumer goods for an affluent Canada —*continued*

cial standards, but can also pick, choose and hold back. The supplier forgets at his peril the three 'P's – Promptness, Presentation and Price. The end-buyer of consumer goods in Canada will reject them unless he can have them now, right, and cheap at the price. Merchandising – through each link in the chain right to the ultimate window-shopper – is of the essence in Canada. The wrong shape of a bottle can prejudice the sales of the foodstuff within, no matter how excellent the contents; one famous British firm has just won international design prizes for updating the container of its excellent food product. So equally can shaving even coppers from the landed price multiply the sales prospects for a good article. So can its display at the right trade exhibitions and conventions, and a careful eye on the marketing of its competitor products. So, too, can – indeed, must – sharing in major advertising costs. This to many British exporters is unthinkable, but, in fact, only a Canadian-scale outlay will ensure a Canadian-scale return. Old-established British brand names can be useful when you are dealing in markets, e.g. Vancouver, with a high percentage of first- and second-generation immigrants of British origin.

None of this is easy. But the target is a market where every one of some 20 million Canadian men, women and babes-in-arms spends every year not far short of £100 in the grocer's shop (usually a supermarket), £16 10s. on clothing and £65 on personal transport. And – as even my melancholy economist with whose sorrows I began this article was reluctantly admitting – Canada is not merely a steady and reliable market, but one whose inherent growth characteristics ensure that business cannot but increase for the right consumer product persistently and progressively marketed. If Canada is a 'youth' market it is increasingly so, and an increasingly affluent youth at that.

Canada is best known to Britain as a great exporter. But she is also a greater importer. Such a status provides a base for comparison to help a newcomer determine whether a market exists for him. He may not require this; he may have created his own 'better mousetrap', which makes its own market where none existed – like a certain silent and 'sneaky' motor-cycle beloved of policemen. Usually, however, a new exporter will want to market his version of an existing product, which he believes will compete on price, quality and styling. Then he should adopt the slogan: 'Look for what they like', with its counter-slogan: 'If he can sell it so can I'. This technique – the poor man's market research, if you wish – calls first for a simple study of import statistics to identify the best-sellers, the favourite imports from any source. The Board of Trade and the British Government Offices in Canada can help you in this, but here are a few Canadian test cases to start with:

Confectionery
Biscuits
Canned fruit and vegetables
Toys
Women's ready-to-wear outerwear
Men's and children's footwear
Giftware
Table glassware
Furnishing fabrics
Knitting wool
Motor-cycles

We can also usually tell you why it is that Messrs. X Inc. already sell their products successfully in Canada. If it is because they have a good agent, we can try to find one for you too. But if you are really satisfied by this time that 'if X can sell it, so can I', the best solution is to visit Canada and try. In the last year a number of firms have used for this purpose, and mostly with success, the display centres available at the offices of the British Canadian Trade Association in Toronto, Montreal and Vancouver. Very many more have used the Export Services Branch of the Board of Trade to get in touch with us, then simply taken one of several planes daily, and, with our help, gone out calling on arrival in Canada five or six hours later. Consumer goods exports from Britain to Canada have edged up from £40 million in 1955 to £46 million in 1965. If this process can quicken, we believe that Canada, blessed with a phenomenally high standard of living, will find that British consumer goods are attractive enough to make that figure much higher.

Canada – a hung

By A. Heckle, CMG, Principal British

A POPULAR AND OFTEN REPEATED slogan for Canada's Centennia Year is 'One Hundred Years Young'. It is an apt slogan for i conveys the dynamism, aspiration and progressiveness which ha been typical of the country's industrial and economic developmen between 1867 and 1967. The population of this northern country has grown from some 3½ million people in the 1860s, mainly settled along the St. Lawrence River, in the Maritime Provinces and around Lake Ontario, to almost 20 million Canadians living in the 10 provinces stretching from the Atlantic to the Pacific Ocean. During these 100 years a nation has been forged from the straggling communities that were strung out over 3,500 miles, a nation which has natural resources to make her one of the richest areas in the world. Despite the tremendous discoveries of natural wealth during the last 50 years, much is still untapped and the country's real potential is still unknown. During the years of post war prosperity there has been rapid expansion of basic and secondary industries and the trend towards urbanization and industrialization has been marked. This has called for vast sums of capital, much of which has been poured into the country from elsewhere. As a result, Canada in 1967 is a great industrial nation exporting not only her natural resources but also the products of her manufacturing industries.

Britain's manufacturers of capital goods have contributed to Canada's industrial growth by providing much of the tools and equipment used in mining, transportation, agriculture, telecommunications, steel and power and in the development of manufacturing industries. In the years between the two World Wars and in the period of rapid industrial development following World War II, Britain has maintained a significant share of this large and growing market, whose requirements have become more and more sophisticated. Although some British exporters have found it necessary to support their efforts with manufacturing arrangements in Canada, our main contribution to the market still comes from direct exports. In this, competition has become very much keener, particularly from the United States, which is so close that its producers can in some ways operate in Canada as they would in their domestic market.

In the TRANSPORTATION field, British shipbuilders have continued to have some measure of success against intense competition from Canadian yards. British suppliers of ships' machinery and equipment have also had to face keen and growing competition but they are well up with the market and they have a very creditable sales record.

The present emphasis in Canada's ship construction programme is on trawlers, ferries, lakeships (grain and ore carriers), ice breakers and naval supply ships. Shipyards in British Columbia, Ontario, Quebec and the Maritime Provinces are involved in this programme. For these and earlier programmes, British firms have been successful in winning orders for main engines and auxiliary machinery, gears, bearings, deck machinery, steering gear, telegraphs, compasses and a variety of ships' 'hardware' and other equipment. Long and short term prospects for British marine equipment suppliers look promising. In addition to the trawler building programme, there is a growing and associated development in fish processing in Nova Scotia and Newfoundland, with attendant demands for processing plant.

British aircraft and aircraft engines as well as equipment, such as flight simulators, have been very successful in Canada in the past and could well have further successes in a country where vast distances favour this form of transport. American competition is again a formidable factor. The introduction of underground transportation systems in Toronto and Montreal has thrown up other

arket for capital goods

issioner, Montreal.

opportunities to British industry and we have been successful in selling subway cars, electrical and other equipment and escalator systems. Britain has long been a supplier of bus engines and buses for the Canadian public transportation systems and in recent years has shown even keener and more aggressive attention in this field.

Canada's striking industrial progress has led to a rapidly growing demand for POWER. This demand is being met across the country with imagination and energy. The main development is in hydro electric power, but there have been interesting developments in both conventional thermal and nuclear power. Canada's installed hydro capacity in 1964 rose to more than 26 million kW. and thermal capacity to around 7 million kW. In the short time since then there has been great expansion in the industry. In British Columbia, the Portage Main Dam on the Peace River and the three dams on the Columbia River which are now under construction and are to be completed in 1973, involve an expenditure of over £300 million. In Quebec another hydro scheme at Manicouagan-Outardes will cost approximately £650 million in the next five years. The construction of a third and even more spectacular scheme is expected to begin shortly at Churchill River in Labrador where the British Newfoundland Corporation and associates plan a project with a capacity of 6 million hp to supply Quebec and part of the United States. Manitoba Hydro, in conjunction with Atomic Energy of Canada, are at present constructing the Nelson River Hydro Electric Project which is expected to cost £100 million and will be in production by 1971. This is the first part of a 10-year plan to harness the rivers of Northern Manitoba at a cost of more than £300 million.

In the nuclear field there are relatively less costly but none the less interesting developments in both Ontario and Quebec. Near Toronto the Ontario Hydro Commission, in association with Atomic Energy of Canada Limited, is building the Pickering Nuclear Power Station which will have a capacity of over 1,080,000 kW. It is quite likely that, on completion, work will start on doubling this capacity. The project in Quebec involves a £30 million prototype nuclear power plant with a capacity of 250,000 kW.

British successes in the power field include an order for two large turbine generators worth £8 million for the Pickering Plant; and British generating equipment worth about the same sum went into another Ontario station at Lakeview. These are just two examples of British successes in supplying this industry across Canada. A number of British firms are active in this field and one of them claims to have some equipment in practically every thermal station in the country.

There have been substantial developments in the MINING industry, but with small demands for plant and machinery, relative to the total capital involved. This is a field in which we have not had spectacular success but there are a few exceptions. One of the largest excavators engaged in strip mining in this country is a British machine which cost of the order of £650,000. We have also supplied mine locomotives, cranes and lift trucks, electrical equipment and conveyor belting. The major developments in the mining industry include a £19 million project by the Iron Ore Co. of Canada at Labrador City, Newfoundland, and another iron ore project by Steep Rock Iron Mines in Steep Rock Lake, Ontario, which has cost £10 million. International Nickel have announced their intention to increase production at their Thompson, Manitoba mine to a level of from 25,000-30,000 tons of nickel ore mined per day. Estimated cost, over £30 million.

David Brown's exports of tractors to Canada rose by 62 per cent in 1966. Most of them were shipped to Halifax, Montreal, St. John's, Fort William and Churchill.

Saskatchewan's potash development promises to make Canada the world's largest producer by 1970. At present three plants are operating at close to capacity, and seven new plants are under construction. Production in 1966 was 3.2 million tons against 1965's total of 2.5 million tons. It is forecast that within three years Canada's potash capacity will be close to 12 million tons. Nearly £270 million have been spent to develop the industry, a figure that is expected to reach well over £300 million in the early 1970s. Future expansion of potash mining offers a market for vast quantities of conveyors and conveyor belting and electrics – particularly motors, compressors, valves, pumps and instrumentation. It is estimated that for each million tons of potash production, £4 million will be spent annually on materials, of which over £1 million will go on replacement plant and equipment.

British firms have had some success in winning orders for the potash industry and have supplied, among other things, conveying equipment, compressors, and several thousand tons of shafting materials. But there is clearly more scope for British firms in these developments.

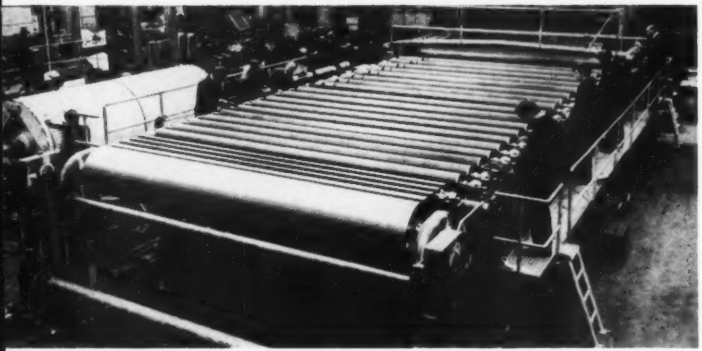
Unloading BTR Industries' conveyor belting at Toronto International Airport. The belt weighed one ton and was delivered to Canada in seven days.

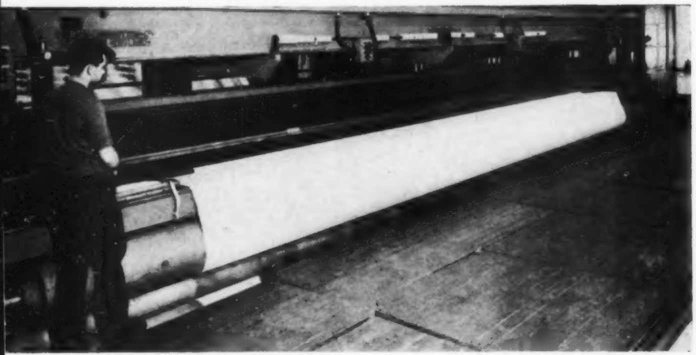
TCA
BTR
CLARK
CLARK

A hungry market for capital goods—*continued*

Right: The Canadian Imperial Bank of Commerce in Montreal – 600 feet high – is clad with Spoutcrag slate supplied by the Broughton Moor Green Slate Quarries Ltd., Coniston, Lancs.

CALGARY
10
EXPRESS

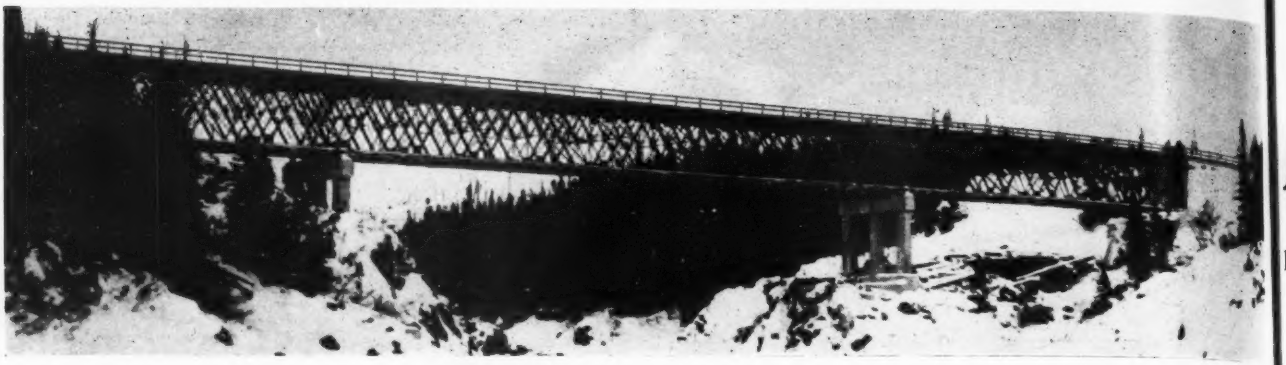




Above: The Calgary Transit System has ordered three Daimler Roadliner buses, with Willowbrook (Duple Group) bodywork. Centre picture shows the latest XHF Dryer Fabric Loom by Wilson and Longbottom Ltd., Barnsley, working in the mills of Dominion Ayers Ltd., Montreal. Below: A paper making machine supplied by James Bertram of Leith to the Provincial Paper Mill, Port Arthur, Ontario.

Pictures on left show (top): the 150-ft. diameter radio telescope at Algonquin Radio Observatory, Ontario, controlled by AEI electronics. Main contractors were Dominion Bridge of Montreal, and Freeman, Fox and Partners were the consulting engineers. (Bottom): Alternator stator under production at the Loughborough works of Brush Electrical Engineering Co. Ltd., as part of sixteen 7.5 MW turbo-generators for peak load and standby duties in Canada.

Photographs above show (top): the flight deck of the original DC-9 Digital Simulator built by Redifon Limited, for Air Canada and now in use for crew training at Dorval, Montreal. An order for a second simulator, worth £375,000, was announced recently and delivery is scheduled for September 1967. Bottom: Brook 'Kompakt' electric motors to CEMA specifications being packed for shipment to Canada.



This 360-ft. Callender Hamilton unit construction road bridge was supplied by BIC Construction Co. Ltd. to the Newfoundland Department of Highways.

A hungry market for capital goods—*continued*

Spurred by the ever increasing demand for STEEL, Canada's steel industry, most of which is in Ontario, is expanding fast. The steel makers are spending big money – £65 million apiece in the case of the Steel Co. of Canada (Stelco) and Dominion Foundries and Steel Co. (Dofasco), and £58 million in the case of Algoma Steel – on increasing their productive capacity in the new coke ovens, continuous steel casting machines, blast furnaces, oxygen steel plant, and so on. The Province of Quebec has a relatively small but growing steel industry and one of the principal producers has recently put in a new rolling mill. There has been a prolonged study of the feasibility of an integrated steel project in that Province which would cost around £100 million, but there seems to be no immediate prospect of this development going ahead.

British engineers have had some hand in these developments and a new Canadian forge mill is the product of British design. This same mill includes several millions of dollars of British equipment. We have had other successes and are also continuing suppliers of rolls and other ancillary plant.

There is continuing expansion in the CHEMICAL, petro-chemical and fertilizer industries. Belledune Fertilizer Ltd., plan to build fertilizer plant at Belledune Pt., N.B., with a proposed annual capacity of 320,000 tons of ammonium phosphate. Cost of project, for completion late 1967, is over £6 million. Shawinigan Chemicals Ltd., Varennes, P.Q., has a £10 million expansion underway. Completion is scheduled for 1968. In Ontario major expansions in the fertilizer, petro-chemical and chemical industries are either taking place or planned. In the Prairie region, Dow Chemical of Canada Ltd., are constructing a new chlorine and caustic soda plant at Fort Saskatchewan at an estimated cost of over £3 million.

British engineers and suppliers of equipment have given a good deal of attention to this field, in which there is fierce competition. Amongst notable successes is a £1.6 million British designed metallurgical sulphuric acid plant at Fort William, which also includes a high proportion of British equipment.

Starting in 1965, there was a surge of expansion in the PULP AND PAPER industry in all producing provinces in Canada. In British Columbia alone, it was estimated that over £300 million would be spent up to the end of 1970 on new equipment and this figure could probably be doubled for all Canadian expansion. Britain supplied much of the equipment used in this industry in the past but in recent years her share of the market has fallen off. The principal supplier has been the United States, but Canadian domestic production is on the increase. There is great scope, however, for ancillary equipment, including instrumentation, as the demand will continue for some years. In an associated industry – forestry – one British firm has had an order of around £300,000 for heavy duty axles required for forestry equipment.

Examples of projected expansion in British Colombia include a £30 million pulp mill by the end of 1970 for Alexandra Forest Industries Ltd., and newsprint machines valued at £35 million for MacMillan, Bloedel and Powell River Ltd.; in Alberta the same firm plans a £30 million Kraft pulp and newsprint mill for 1968. A number of Ontario mills are expanding, with projects ranging up to £7 million, into 1967/68. In Quebec, there are also expansion projects planned by almost all the producing companies including Caribou Pulp and Paper (£24 million for a Kraft pulp mill, date not announced) and Domtar Pulp and Paper Ltd. (£24 million for a bleached Kraft mill in 1967). In New Brunswick, Fraser Companies Ltd. announce various expansions totalling over £16 million and there are also a number of projects in Nova Scotia and Newfoundland planned for this year.

Canada has always been a good market for British manufacturers of MACHINE TOOLS and milling equipment. In 1966 one British company received a contract valued at some £165,000 for the supply of two numerically controlled milling and boring machines, and another was awarded a contract for tracer lathes and multi-spindled chucking machines, all fully tooled, at an estimated value of £85,000. Apart from these highly sophisticated pieces of equipment, we consistently maintain a high level of sales in the general run of machine tools.

British FOUNDRY EQUIPMENT has been gaining ground in Canada against strong competition from American and European manufacturers. In 1956 only one or two Canadian foundries were using British moulding machines; today there are 50 foundries using moulding machines manufactured in the United Kingdom. The total value of these units exceeds £165,000. It is estimated that 90 per cent of Canadian foundries now purchase British machines. All of the major producers of primary zinc are using British zinc slab casting machines; and approximately 50 per cent of non-ferrous ingots produced in this country are cast in machines of United Kingdom origin. Over a 10 year period, the total value of these machines is £350,000. In 1956 only two British oil and gas melting furnaces were in operation in Canada. Today, some 40 foundries are using 60 British manufactured furnaces. Of the reverberatory furnace business in Canada we supply 75 per cent of requirements.

British suppliers have had a number of successes in the ELECTRONICS and COMMUNICATIONS field, in face of strong domestic and foreign competition. Amongst recent successes are an order for British radar equipment for cloud detection worth about £650,000, an electronic system for a radio telescope worth over £300,000, and a single sideboard radio system worth over £500,000. These are all Federal Government orders. In Alberta, the Government telephones and the City of Edmonton telephone system have purchased between £1½ million and £2 million worth of British communications equipment.

Canada enters 1967 with the challenge of maintaining and indeed surpassing the great technological achievements of previous years. The developments now in progress and projected over the next few years offer great opportunities to British industry.

Canada still relies to a great extent on the technological resources of the United States and Britain and, with the increasing labour costs in North America, our competitive position should improve. This article has by no means given the complete story of developments in Canada, but it should at least encourage British manufacturers of capital goods to turn their attention to this market.

A marketing man looks at Canada

By **Robert S. Freeman, Freeman, Mathes and Milne Ltd., Advertising and Marketing Consultants**

'To visit Canada today and talk to ordinary members of the public and Canadian businessmen confirms two things: first, that the public is in favour of more trade with Britain but expresses it more as a good idea than anything that shall have something done about it; second, that the Canadian businessman is not always convinced about Britain's serious intentions and readiness to tackle the job as it should be tackled.

'The remedy lies in Britain itself, in the directors of British organizations being ready seriously to apply themselves to learning the facts about their potential markets in Canada and how to operate and promote in them. Most of all it is important not to attempt to prescribe for Canada in Britain – but to obtain the best Canadian advice.'

THE ABOVE PARAGRAPHS appeared in the *Board of Trade Journal* in May 1958, by the writer of this editorial. Now – nine years later – they are quoted because they are still largely true. Britain is still a long way from doing the job that could be done in Canada. Canada is perhaps the outstanding 'growth' market in the world; the facts about the Canadian market suggest that Britain is just not getting her share.

In 1946 the population of Canada was 13 million; now it is 20 million – an increase, in 20 years, of 53.8 per cent. This compares with the United Kingdom growth from 49 million to 55 million since 1945 – about 12.2 per cent. It is estimated that in 10 years time, Canada's population will not be far short of half that of the United Kingdom. Meanwhile, Canadians have a much higher *per capita* buying power than we have here. A market share *pro rata* to consumer increase should not be difficult to achieve.

Since 1957 the population of Canada has risen by 19 per cent but British exports to Canada rose from £195 million in 1957 to only £201 million in 1965. 1966 figures at £215 million are considerably better – but could still be higher.

Since 1946 Canada has experienced an economic growth of 339 per cent compared with Britain's economic growth over the same period of about 257 per cent. It will be readily appreciated, from the standpoints of both population and economy, that Canada is rapidly expanding and British businessmen have lost many valuable opportunities in the past 20 years to profit by the remarkable growth and prosperity of this young country. How many people realise that 70 per cent of the natural wealth of North America lies in Canada and that Canadian energy sources are among the cheapest in the world? News of discoveries of new reserves go almost unnoticed, they are so commonplace.

It is not perhaps realistic to expect Britain's performance to have been totally unaffected by the competitive activities of other countries since the war – nor, either, to be unaffected by the domestic taxation structure. Canada herself has imposed certain restrictions which have made sales to Canada difficult under many headings. But the fact remains clear that Britain has not always tackled the job with the professional marketing skills that are used by the United States, Western Germany and Japan. It is not that *no* British companies do a good job in Canada; indeed it would be unjust to castigate the whole of British industry when there are many companies whose records of performance in Canada are first-class. The trouble is that they have been in the minority.

Professional marketing skills comprise activities under a great many headings and in dealing with overseas markets there are two which appear to stand out: first, the need to employ correct merchandising and promotional techniques for the market concerned; second, the need to use the best possible public relations techniques to create a favourable climate of public opinion towards Britain and British products.

Under the first heading too many companies tend to enter the Canadian market in the belief that they can use the same merchandising and promotional techniques in Canada as they use in the United Kingdom – or at least rough adaptations of them. This is not to say that Canadian techniques are better than British – only that they are different. The manufacturer who hopes successfully to tackle the Canadian market should, first of all, seek authoritative Canadian opinion and advice.

There seems sometimes to be the impression in Britain that the cost of entering the Canadian market is prohibitive. This is not true: a number of case histories of very successful companies launching inexpensively and economically in the Canadian market could be produced without difficulty. Canada is not a difficult market in which to become established. It simply represents a different set of problems and a set of distributive systems much more highly developed than ours.

A long, thin country

The Canadian patterns for distribution of goods in many fields are amongst the most efficient – if not *the* most efficient – in the world. From the economic standpoint, Canada is a long, thin country in which goods must be shipped for over 3,500 miles. The Canadian market comprises a series of separate market areas, each capable of independent development, from Halifax in the east to Victoria in the west. To compensate for the vast distances, and the warehousing problems that are introduced as a result of climatic conditions and extended transportation routes, efficient distribution systems have had to be developed in Canada.

Many British companies have entered the Canadian market by appointing distributors and working with them in the progressive development of market after market, until the whole of Canada has been covered. This method of progressive market development can be carried out in a way that pays for itself, as it goes along. Promotional funds must be allocated first with an introductory budget, then reducing to a sustaining campaign when the product has gained distribution and an appropriate level of consumer acceptance.

It is often unnecessary to get involved in expensive detailed market research projects. But it *is* necessary to listen to the opinions of knowledgeable Canadians in the fields concerned. A few meetings with Canadian marketing and advertising men can often save both money and reputations.

If there is one secret to entering the Canadian market it is that the British manufacturer must work in close co-operation with an efficient distributor or agent who knows and understands his products and problems. The experience of an advertising agency which

A marketing man looks at Canada

—continued

has worked in close co-operation with Canadian agents and their British principals is of enormous value. It is, for example, amazing the degree of co-operation and practical assistance that a Canadian advertising agency can get from Canadian newspapers and broadcasting media. There are many instances where Canadian media have provided a service to British manufacturers that could not otherwise have been obtained from any other source.

To aid the marketer there is a wide choice of appropriate media, press, radio and television. Canada has no national newspapers but 116* dailies are published every weekday and these have a total circulation of 4,210,000 copies. The majority appear in the afternoon, 100 in English, 11 in French and five in other languages. In addition to the dailies there are 926 weekly papers of which 671 are published in English, 184 in French and 71 in other languages.

Radio 'CBC' is a popular advertising channel as well as an outlet for news and feature material. The full CBC Radio Network comprising 71 AM radio stations and 77 satellite transmitters serve over 90 per cent of Canada's radio homes, or 4,250,250 households. In actual circulation these stations reach between 200,000 and half a million in an average half-hour broadcast time. The 'Nielson' Surveys Ltd., have broken down the average age of the listeners:

16 to 34 years – 22 per cent,
35 to 49 years – 43 per cent,
50 and over – 35 per cent.

As far as television is concerned there is the CTV network which began operation in 1961 and has 11 affiliate stations and 13 satellite outlets from St. John's to Victoria. It reaches 73 per cent of the population. CBC TV (1952) with 34 stations, 11 supplementary, covers 90 per cent of the population.

Snap decisions must not be made about the Canadian market and it must not be assumed that experience in Britain, or in any other part of the world, is necessarily applicable to Canada. It could be argued that Canada's reputation as a tough and costly market has been established largely by British manufacturers who have made an incompetent and opinionated approach to Canada. The sure way to fail is to refuse the best Canadian advice, refuse to observe the facts of Canadian market evaluation and refuse to 'talk Canadian' to Canadians!

The calibre of Canadians in marketing, research, merchandising, media planning and creative work, etc. in the top stratum of the Canadian professional field is every bit as high as in its counterpart in Britain. It is unfortunate that the representatives of British companies visiting Canada are not always as competent and authoritative as they should be. Too often the British representative is a less than top-grade man, whose opinions and personal presentation are not up to the level of the people he is talking to. Too often he is a man who seems diffident about learning and diffident, in selling, about 'asking for the order' based on a thoughtful appraisal of the benefit of his proposition to his prospective customer. People who have heard about selling but never actually done any sometimes say that Britain should sell more *aggressively*. This is a favourite word, so often used to suggest that all that is necessary is to get up early in the morning and go and thump on somebody's desk. Aggression, however, is not a useful thing in itself. Marketing success depends first of all upon deliberate, detailed and comprehensively planned campaigning.

Before dealing with public relations it must be recognized that there is an overlap between marketing techniques and public relations. Poor quality personal representation can be both poor marketing and poor public relations. A poor quality product can also be something of both, as of course can bad servicing. British manufacturers contemplating entering the Canadian market must either offer excellent value or excellent quality. Both if possible: the latter is the more important.

Every British manufacturer entering Canada must recognize that he has a direct contribution to making the words 'British is Best' as true as they used to be. If he fails in this, if his workpeople and management fail in this, they have no right to expect success. But if they pitch in and see to it that so far as they are concerned 'British is Best' by the quality of their product and performance, they will add something to the job which they can do for Britain in Canada and, indeed, all over the world.

Every exporter to Canada should be aware that the goods he sends there will be open to complaint from his customers *direct* to British Government representatives. Standard of performance must be watched and reported upon – because bad performance cannot be tolerated. There are plenty of case histories available to show how it *needs to be done;* these should be made object lessons for all those manufacturers who continue to perform badly and, often, blame everyone but themselves.

There can be no doubt that promotional activities, such as the three large scale British trade manifestations in Canada this year, can make a valuable contribution, but Trade Fairs and Weeks are enormously expensive, costing hundreds of thousands of pounds. The question of whether, in spite of their usefulness, this is the *best* way to spend the money must remain unanswered until there is available thorough research which has been made afterwards, to measure the extent to which the stimulus for British sales has been maintained.

The obvious limitations of Fairs and Weeks is that they are local and immobile. Their obvious advantage is that they provide a unique stimulus which is there to be taken advantage of by manufacturers of consumer and capital goods, which provides them with a launching pad into the Canadian market under conditions vastly more favourable than they could ever contrive off their own bats. The amount of help given to British manufacturers by the Board of Trade in terms of effort and money is vast – but if British manufacturers sometimes tend to treat the project as a 'one-off' and fail to follow up on whatever success they may achieve because of the uniquely favourable circumstances provided, they will be acting in the best British traditions of commercial timidity.

Britain's largest competitor in the Canadian market is the United States. The United States has enormous advantages over Great Britain in trading with Canada: there is not only the advantage of geographical proximity, there is the advantage that the Canadian consumer is conditioned to the American product and does not look upon American merchandise as being 'imported'. It is impossible to evaluate the worth to American commercial and industrial interests of the American advertising overflow into Canada through all the media of the press, radio and television. Were an evaluation possible it would certainly run into hundreds of millions of dollars and a member of the Canadian public, whether a buyer of aeroplanes or groceries, is subjected to American commercial propaganda and advertising day and night all through the year. On the other hand, the British entrepreneur has often to modify his products for the Canadian market and to send them a very long way; but the same problems confront manufacturers in Western Germany and Japan.

Although British interests in Canada are being harassed by Western Germany and Japan there is no doubt that Britain should primarily address herself to opposing her principal competitor, the United States. And the only way to oppose the continuous barrage of American advertising and propaganda is through the medium of public relations.

A vital factor in overseas selling is that the potential consumer public shall have an admiration for the country of supply. The job to be done through public relations in Canada would require a very large budget. The 'ammunition' available to the organizations for selling the British image in Canada would be unique in quality and quantity. The media of the press, TV, radio, cinema and the lesser channels of lectures, demonstrations, competitions, etc. would enable top professional Canadian public relations practitioners, who should be employed to do the job, to improve and exalt the British image and therefore create a climate in which it is easiest to sell: a climate of pre-sold consumer acceptance.

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* These and the following figures on Canadian media relate to 1964.

British trade missions

GOVERNMENT FINANCIAL ASSISTANCE has been available for some time now to help exporters, collectively, to organize inward or outward trade missions or overseas market research projects. This scheme announced by the Government in January 1965 is administered by the British National Export Council and they will consider any sound proposal calculated to increase exports which is sponsored on a collective basis. The sponsors of such projects must be trade associations, chambers of commerce or similar non-trading organizations. For approved projects, the Government, through BNEC, pays up to half of the basic costs of travel and accommodation.

It is important that sponsors of proposed missions or market research projects should, if they wish to seek financial assistance, get in touch with BNEC at the earliest opportunity to find out whether their project will qualify. Similarly, if a sponsoring organization intends to seek help from British Government Offices overseas in arranging appointments for the mission members, publicity, etc., they should give them early notice.

Since the Missions Scheme began in 1965 a large number of trade organizations have taken advantage of it to sponsor missions to and from Canada. In 1966 there were 13 outward selling and market research missions to Canada and one inward mission. Some of these were sponsored by chambers of commerce and covered a wide range of products while others were sponsored by trade associations and related to individual industries. The number of trade missions taking place this year is expected to exceed the 1966 figure by perhaps 50 per cent.

In the case of Canada, an extension of the by now well proven outward mission scheme is the 'British Week' mission. This is a type of trade reconnaisance specifically geared to the commodity sub-committees of the London Steering Committee of the Toronto British Week. The first of these missions took place last November. This was a nine-man mission, representing Britain's entire food industry, which spent five days in Toronto on a marketing and fact finding investigation. The report of the mission may serve as a useful prototype for other British Week missions to follow and, indeed, as a guide to individual British foodstuff exporters contemplating the Toronto British Week as a potential bridgehead for a new or renewed assault on the Canadian market. Extracts from this report appear below.

'The Canadian food market is worth about £2,000 million, and is serviced by 32,000 shops. The chain stores with 1,500 stores control 49 per cent of this market and the independents with 8,000 stores based on bulk purchasing groups have 39 per cent, leaving only 12 per cent for some 23,000 small independent shopkeepers.

'The mission's itinerary involved more than 30 appointments, which included interviews with the chief executives of Canada's four largest supermarket chain stores in the Canadian food economy. At the end of the tour it was evident to the members that if the British food industry were really to succeed in Canada it must go all out on a "hard sell". It was pointless advancing arguments along purely sentimental lines such as ties with the home country and buying more goods from Britain to assist in correcting the imbalance of payments. British food would sell in Canada if it were marketed vigorously, packed and presented properly, and offered at competitive prices. There is appreciation of the high quality of British food though constructive criticism was made regarding its presentation and the delays sometimes experienced in delivery.

'Certain firms within defined sections of the British food industry are well established in the Canadian market. But there is scope for further expansion of their trading and also for many other firms to commence exporting to Canada.' The report then went on to deal with various commodities within the industry stressing the market opportunities existing in Canada for sugar and chocolate confectionery, biscuits, bakery products, canned foodstuffs, canned, smoked and pickled fish, cheese, packaged tea, essences and colourings, and gourmet foods.

'Under normal conditions a manufacturer would find the introduction of a new product more difficult and expensive than in the context of the British Week, when a unique opportunity for product introduction becomes available. The readiness to co-operate on the part of the retail trade, under the aegis of the Weeks, might not be so readily accorded to individual entrepreneurs under ordinary conditions. Generally, the situation in Canada is little different from that in the United Kingdom where the acceptance of a product by the retail trade depends upon the strength of the promotional programme. The size of television and press campaigns often determine whether the product will be bought at all.

'Not only in the grocery group but in all groups, because of the size and momentum of British Week promotions, there will be opportunity for new product entry into the Canadian market without what might be called normal promotional requirements. There is no less need for follow-up promotion to maintain positions that will be achieved under the special stimulus of the British Week.

'It would be better not to tackle the Canadian market at all – or indeed any other market – unless British Week Toronto is seen as the "launching pad" for a planned and sustained campaign to get a permanent share of the Canadian market.

'Development in Canada can be carried out more economically and progressively than in most other markets in the world; and Toronto is the best place to start. "Test marketing" can be carried out in the Toronto metropolitan area at relatively low cost with the distributional structure well controlled, gradually expanding to cover the Southern Ontario market. There are case histories of British companies which in recent years have started from scratch in the Toronto market and built up area by area, until coverage was complete from Halifax in the east to Vancouver in the west.

'The advice of the British Canadian Trade Association, Toronto advertising and marketing agencies, and the British Government Office in Toronto is readily available, and they are able to demonstrate how market development can progressively and profitably be achieved.

'Manufacturers should not only supply promotional material they already possess, and which is suitable for the Canadian market, but should also consider producing special display material, etc., which can be used not only for British Week but afterwards in developing the larger Ontario market. When manufacturers have decided the extent to which they will participate in local advertising in the Toronto market before and during the British Week, they will need to plan for a comprehensive campaign to tie it all together – in terms of brochures, printed materials, point-of-sale displays, etc. The British Week Directorate in London will give full co-operation under this heading.

'If British Week Toronto is to be a success from the standpoint of foodstuffs it is essential that the large number of food firms which at present do not export to Canada should seize this opportunity to launch their products in the Canadian market. Firms are urged to make immediate arrangements to appoint an agent in Toronto and also to participate in the Samples Show from April 24-26.

'The following three points should be borne in mind:

1. The importance of appointing a first-class broker;
2. The importance of making it as easy as possible for buyers and brokers to purchase goods at competitive prices and quoting prices in terms and in a form that can be clearly understood;

(Continued on page 41)

Government services for exporters

How many British exporters contemplating trading with Canada could answer the following quiz* off-hand:

When is the St. Lawrence river frozen over and inaccessible for shipping?

How does time vary in different parts of Canada?

What do Canadians call a hotel receptionist?

This is just a random selection of information from the Board of Trade's 'Hints to business men visiting Canada' – one of a comprehensive series of booklets giving concise details of the economic and social structure of individual countries. All the facts are naturally tailored for the benefit of the British exporter. Here, for example, are some of the headings in the booklet on Canada: exchange control, weights and measures, official public holidays, samples, parcel post, electrical regulations, port and warehousing facilities, patents and trade marks.

You can get a free copy of the Canada 'Hints' simply by contacting the Export Services Branch of the Board of Trade at Hillgate House, 35 Old Bailey, London, E.C.4., or the nearest regional office of the Board. (Telephone numbers are given in the 'Call Export Intelligence' announcement on page 42; addresses are on page 51).

The 'Hints' booklets are only one facet of the comprehensive service which the Government, through the Board of Trade, offers to British exporters. Businessmen who are unfamiliar with Canada would therefore profit by a call at Export Services Branch or a regional office. It is part of the job of the Board's offices to be in regular touch with all British Government offices overseas and a considerable store of up-to-date commercial information on any territory is readily available for any caller. (A list of the names and addresses of British commercial representatives in Canada appears on page 42.)

What the Board of Trade will do

The Board's officers will not only advise on the likely prospects and procedures for marketing particular types of goods; they will, if required, arrange business contacts for the visitors at the Canadian end. Practical help in finding suitable agents or other representatives; know-how about seasonal selling and participation in trade events; reports about the standing of overseas firms – these are among the services freely offered. From the accumulated experience available, the Board's officers are sometimes able to draw attention to some seemingly obvious point that may not have occurred to the visitor – for example, that the Canadian six-year-old must have a toy plane or train marked with the initials he knows, rather than those in use in this country; just as the wallet, or rather 'billfold', his father will want to buy must be designed to fit Canadian dollar bills, not English pound notes.

A call at one of the Board's offices can save much preliminary time and trouble for the intending business visitor. But the contact can be equally rewarding even if the exporter is not contemplating an immediate visit to Canada. He will still have access to all the available information, including directories which list importers and other firms who may be interested in importing his product or in manufacturing it under licence. He will also be shown copies of the export inquiries, tenders and market pointers which are issued daily in the *Export Service Bulletin* (subscription 10 guineas a year) and which are summarized each week in the *Board of Trade Journal*.

Publicity for British businessmen and their products in countries in which it is aimed to secure orders can also be arranged. If desired, a business visitor from the United Kingdom can sometimes be interviewed by Canadian newspapermen or trade journalists or perhaps participate in a radio or television programme. Arrangements can sometimes be made for those visitors accustomed to public speaking to address a chamber of commerce meeting or similar gatherings of traders who are his potential customers. Advice can also be given on the most suitable methods and outlets for advertising.

Alternatively, if the United Kingdom exporter is not planning an immediate visit, the success story of his product can be projected throughout Canada through the overseas information services operated from London by the Central Office of Information* (Hercules Road, London, S.E.1). Brief advance details of overseas visits and of export orders secured are also published regularly in the *Board of Trade Journal*.

Free overseas publicity

All overseas publicity is of course free. It is important to emphasize that this is undertaken only if the visitor desires it. But that many United Kingdom businessmen are aware of the advantages of publicizing their products is clear from the fact that during a five-year period ending in 1965, the COI sent nearly 50,000 cuttings from overseas periodicals to 9,500 British firms. It was estimated that these cuttings represented only about 10 per cent of the total usage.

The Export Credits Guarantee Department is a separate Government department providing British manufacturers and merchants with insurance against the major financial risks of exporting. The risks covered include insolvency of the buyer, default by the buyer after export of the goods, import licensing and exchange control restrictions, war, and civil war in the buyer's country.

In addition to protecting the exporter from unforeseeable and possibly serious losses, the insurance enables him to offer competitive terms to new buyers and will often facilitate bank finance of export business.

Policies usually cover the whole of an exporter's trade, or the whole of his trade with an agreed group of markets, for a period of one or three years from the issue of the policy. Such policies cover goods sold on up to six months credit or, by endorsement, engineering goods on whatever terms are appropriate up to a limit of five years. The average cost of this cover for business on up to six months credit is 5s. per £100, but rates for individual markets can be substantially higher or lower according to the risks involved.

It will be seen from the articles in this supplement that Canada is a go-ahead country that offers substantial opportunities to British manufacturers both in the field of consumer goods and capital goods. But as a neighbour and customer of the United States it is a sophisticated market demanding high standards. The prospective exporter may therefore realize that the services available are of special value since when he goes to Canada he will undoubtedly be up against traditionally keen American competition. Indeed he will probably find that the only let-up on the high-speed forward thrust of business motivation is that the clock has to be put back progressively on the journey west!

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* Approximately mid-November to mid-April;
the country is divided into seven time-zones, each differing from the next by one hour;
a room clerk.

* A *Board of Trade Journal* supplement detailing the overseas services of the COI and also those of the BBC was published on September 23, 1966.

Non-government help for exporters

THERE are, in addition to the Government services for exporters, a number of non-official organizations which can also be of assistance to exporters to Canada. A list of some of these is given below, as well as the addresses of Canadian Government offices in London. Information about the functions of three of these organizations is as follows:

BNEC: CANADA

The Canadian Committee of the British National Export Council was formed in the autumn of 1964. Its members are leading business men from different parts of Britain with practical experience of exporting to and selling in the Canadian market. The Committee works in association with British Government Departments to foster exports to Canada. The particular role of the committee is to encourage British businessmen to seek out and follow-up opportunities in the Canadian market and to bring to the attention of Canadians what British industry has to offer. An article on selling to Canada by the chairman of BNEC: Canada appears in this supplement.

BRITISH CANADIAN TRADE ASSOCIATION

This organization carries out some of the functions of a British Chamber of Commerce in Canada and has offices in Toronto, Montreal and Vancouver. Attached to these offices are display areas which can be used free of charge by newcomers to the Canadian market and firms whose agents are members of the BCTA. Further information about these facilities can be obtained from the Secretary of BNEC: Canada.

BSI/CSA AGENCY

The Government of each Province of Canada has enacted legislation prohibiting the sale, disposal, or installation of electrical equipment unless it has been accepted as being safe from shock and fire hazard. The Provincial authorities will accept goods which have been approved by the Canadian Standards Association (CSA). The British Standards Institution (BSI) reached agreement with the CSA some 17 years ago to set up a BSI/CSA agency at Hemel Hempstead to carry out the testing of British electrical goods on behalf of the CSA.

Oil and gas burning equipment and pressure vessels are also subject to Canadian legislation and the agency will also give advice about the procedure for obtaining the necessary approval for such goods.

BRITISH CANADIAN TRADE ASSOCIATION:
100 University Avenue, Toronto, Ontario. (Tel. 363-9033);
2100 Drummond Street, Montreal, P.Q. (Tel. 288-4625);
1507 Powell Street, Vancouver 6, B.C. (Tel. 253-7017).

BNEC: CANADA, 21 Tothill Street, London, S.W.1. (Tel. Whitehall 6711).

BRITISH EXPORT HOUSES ASSOCIATION, 69 Cannon Street, London, E.C.4. (Tel. City 4444).

BSI/CSA AGENCY: Maylands Avenue, Hemel Hempstead, Herts. (Tel. Hemel Hempstead 2341).

CANADA, GOVERNMENT OF
Canadian High Commissioner for the United Kingdom, Canada House, Trafalgar Square, London, S.W.1. (Tel. Whitehall 9741).
Commercial Division, Macdonald House, 1 Grosvenor Square, London, W.1. (Tel. Mayfair 9492).

CANADIAN PROVINCES, GOVERNMENTS OF,
Agent General for Alberta, 37 Hill Street, London, W.1. (Tel. Grosvenor 3061);
Agent General for Atlantic Provinces, 60 Trafalgar Square, London, W.C.2. (Tel. Whitehall 8717);
Agent General for British Columbia, 1 Regent Street, London, S.W.1. (Tel. Whitehall 6857);
Agent General for Ontario, 13 Charles II Street, London, S.W.1. (Tel. Whitehall 6404);
Agent General for Quebec, 12 Upper Grosvenor Street, London, W.1. (Tel. Mayfair 4155);
Agent General for Saskatchewan, 28 Chester Street, London, S.W.1. (Tel. Belgravia 1871).

CANADIAN BANKS:
Bank of Montreal – 47 Threadneedle Street, London, E.C.2. (Tel. London Wall 1561); 9 Waterloo Place, London, S.W.1. (Tel. Whitehall 3081 and 8064).
Bank of Nova Scotia – 24 Walbrook, London, E.C.4. (Tel. Mansion House 9571); 10 Berkeley Square, London, W.1. (Tel. Grosvenor 6421); 11 Waterloo Place, London, S.W.1. (Tel. Trafalgar 1171).
Canadian Imperial Bank of Commerce – 2 Lombard Street, London, E.C.3. (Tel. Mansion House 8799); 48 Berkeley Square, London, W.1. (Tel. Hyde Park 1421).
Royal Bank of Canada – 6 Lothbury, London, E.C.2. (Tel. Monarch 6633); Cockspur Street, London, S.W.1. (Tel. Whitehall 7921 and 1583).
Toronto-Dominion Bank – 62 Cornhill, London, E.C.3. (Tel. Avenue 0011); 103 Mount Street, London, W.1. (Tel. Grosvenor 4261).

CANADIAN CHAMBER OF COMMERCE IN GREAT BRITAIN – 3 Regent Street, London, S.W.1. (Tel. Whitehall 2794).

CONFEDERATION OF BRITISH INDUSTRY, 21 Tothill Street, London, S.W.1. (Tel. Whitehall 6711).

INSTITUTE OF EXPORT – Export House, 14 Hallam Street, London, W.1. (Tel. Museum 6761).

INSTITUTE OF MARKETING AND SALES MANAGEMENT – Marketing House, Richbell Place, Lamb's Conduit Street, London, W.C.1. (Tel. Holborn 2651).

MARKET RESEARCH SOCIETY – 39 Hertford Street, London, W.1. (Tel. Grosvenor 1913).

British trade missions

Concluded from page 39

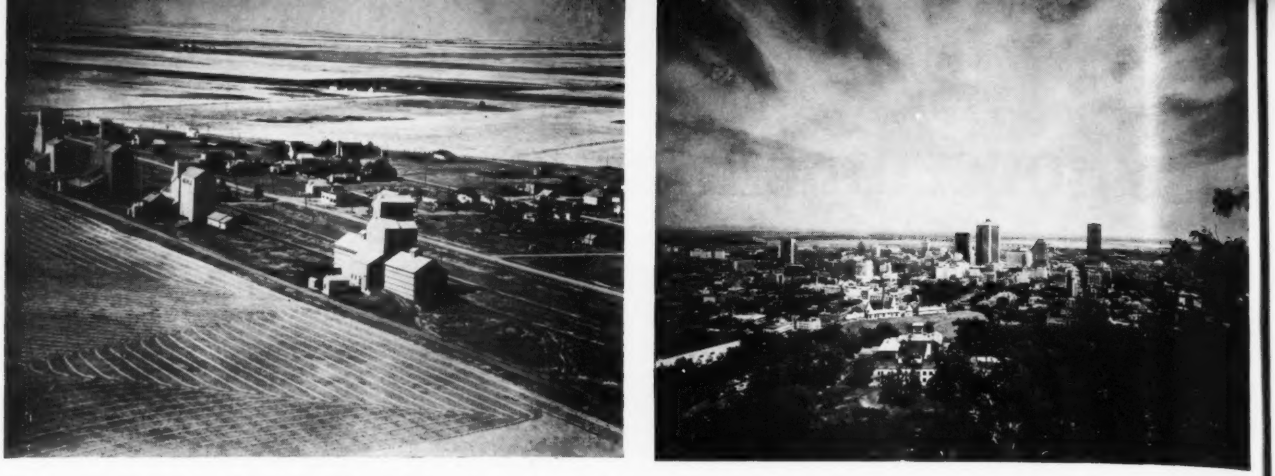
3. Canada in the main is a high standard market favouring quality goods.

Regulations

'Canadian food regulations are strictly enforced. They are concerned with purity standards and labelling, amongst other things, and British exporters should be fully conversant with them. Advice can be obtained from the Canadian Government Offices in London, or the Export Services Branch of the Board of Trade at Hillgate House, 35 Old Bailey, London, E.C.4. The Samples Show offers exporters an opportunity of having labels checked by Toronto authorities and allows time for any necessary modifications.

Conclusions

'Canada is a market receptive to the entry of British foodstuffs and other manufactured goods. With enthusiasm and a determined selling attack by British food firms, British food exports to Canada should increase 100 per cent within the next two years.'



Wide, sparsely populated prairies and packed modern cities. Both scenes are typical of Canada today. On the left is an aerial view of Riceton, Saskatoon. On the right, Montreal.

British Commercial Representatives in Canada

OTTAWA – Mr. T. E. Rogers, C.M.G., M.B.E., H.M. Minister (Commercial), Mr. R. W. Gray, Counsellor (Commercial), British High Commission, 80 Elgin Street, Ottawa 4, Ontario. (Tel. 237-1530.) (Telex 206-013266 a/b Ukrep Ottawa.)

[NOTE: Telex messages for Montreal and Toronto should be sent to OTTAWA for onward transmission by teleprinter.]

MONTREAL – Mr. A. Heckle, C.M.G., The Principal British Trade Commissioner, British Trade Commission, 635 Dorchester Boulevard West, Montreal, 2, P.Q. (Tel. 866-5863.) (Telex, see Note.)

TORONTO – Mr. G. H. S. Jackson, C.M.G., The Principal British Trade Commissioner, British Trade Commission, 8th Floor, 200 University Avenue, Toronto 1, Ont. (Tel. 362-1223.) (Telex, see Note.)

VANCOUVER – Mr. N. S. Belam,, The Principal British Trade Commissioner, British Trade Commission, 4th Floor, Bank of Nova Scotia Building, 602 W. Hastings Street, Vancouver, 2, B.C. (Tel. 683-4421.) (Telex 206-045481 a/b Ukrep Vancouver.)

WINNIPEG – Mr. J. W. S. Corbett, D.S.O., British Trade Commissioner, British Trade Commission, 4th Floor, Monarch Life Building, 333 Broadway Avenue, Winnipeg, 1, Man. (Tel. 942-3151.) (Telex 206-035465 a/b Ukrep Winnipeg.)

EDMONTON – Mr. J. D. G. Walker-Brash, Regional Information Officer and Head of Post, Suite 600, Bank of Montreal Building, Jasper Avenue, Edmonton, Alberta. (Tel. 424-0481.) (Telex 206-0372421 a/b Ukrep EDM.)

REGINA – Mr. H. W. Sturdy, British Trade Commissioner, British Trade Commission, 207 Derrick Building, 2431-11th Avenue, Regina, Sask. (Tel. 527-6459; 527-6350.)

ATLANTIC PROVINCES – Mr. L. Cox, British Trade Commissioner for the Atlantic Provinces, British Trade Commission, 10th Floor, Centennial Building, 1645 Granville Street, Halifax, Nova Scotia. (Tel. 422-7488.) (Telex 206-014-42634 a/b Ukrep HFX.)

QUEBEC CITY – Mr. D. A. Wehl, O.B.E., British Regional Information Officer and Head of Post, 100 D'Youville Square, Quebec City. (Tel. 525-5187.) (Telex 206-011246 a/b Ukrep QBC.)

'Call Export Intelligence'

Call EXPORT INTELLIGENCE
at the Board of Trade

THE BOARD OF TRADE'S 'Call Export Intelligence' campaign has now been running for two years. During the current phase it has continued to publicize the Board's wide range of services for exporters. In particular, a number of advertisements have drawn attention to the opportunities for British exporters in EFTA countries while other advertisements have publicized the Board of Trade's daily Export Service Bulletin which keeps subscribers informed about export opportunities all over the world. A novel feature of the current phase has been a series of case-history advertisements showing how Export Intelligence has helped specific firms to increase their exports.

During the two years of the campaign over 29,000 inquiries directly attributable to the advertising have been made to Export Intelligence offices in London and other parts of the country.

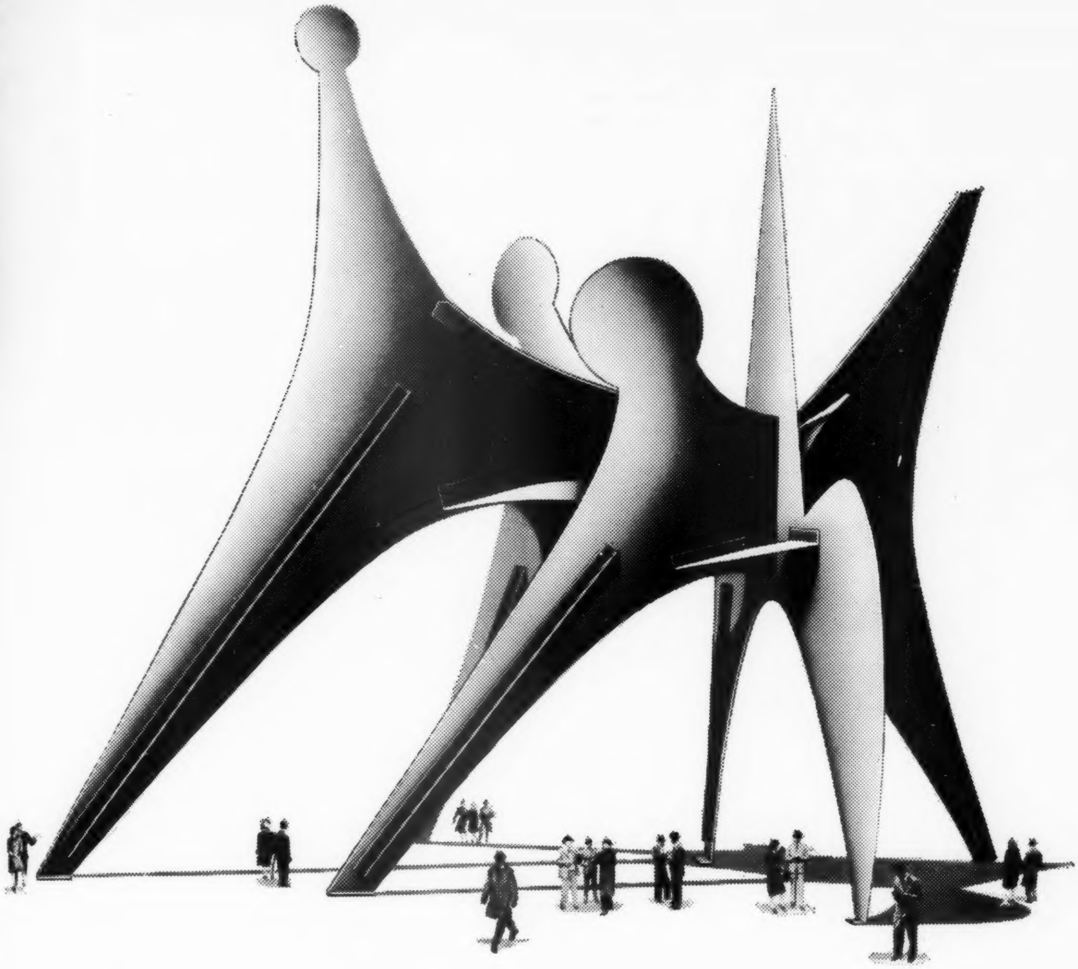
Exporters are invited to call Export Intelligence for:

1. Guidance on individual export problems.
2. Information on the most likely market(s) for product(s) overseas.
3. Introductions to potential agents and buyers.
4. Help with overseas business visits.
5. Status reports on foreign firms.
6. Information on Tariff and Import regulations.
7. Details of overseas contracts for tender.
8. Help and advice on participating in Trade Fairs overseas.
9. Assistance in finding licensees to manufacture a product abroad.
10. Guidance on how to market and advertise a product abroad.
11. Evaluation of product suitability for foreign tastes and customs.
12. Help with overseas publicity (through Central Office of Information).

Telephone numbers:

at HQ, London: City 9633 Telex 25977

BELFAST (Ministry of Commerce) Belfast 28271 Telex 74578
BIRMINGHAM Midland 8221 Telex 33702
BRISTOL 21071 Telex 44214
CARDIFF 65426 Telex 49267
GLASGOW City 2855 Telex 77583
INVERNESS 30867/8
LEEDS 20485 Telex 55472
LONDON (South Eastern Counties) Tate Gallery 4355 Telex 25991
LONDON (Eastern Counties) Tate Gallery 6271 Telex 25991
COCKERMOUTH 3498
MANCHESTER Deansgate 9321 Telex 66104
NEWCASTLE 27575 Telex 53178



Man and his world

This 46-ton 'stabile' is conceived and created in nickel stainless steel by Alexander Calder and called, simply, "Man". A towering 67 feet, "Man" will straddle Place International Nickel at Expo 67 as part of the contribution of The International Nickel Company of Canada, Limited to the World Exhibition in which 70 nations will join to celebrate Canada's centenary this year.

INTERNATIONAL NICKEL LIMITED, THAMES HOUSE, MILLBANK, LONDON SW1

INTERNATIONAL NICKEL

CM 34

ship via the

BRISTOL CITY LINE

TO NEW YORK & OTHER U.S.A. EASTERN SEABOARD PORTS
ALSO U.S.A. GREAT LAKES PORTS (IN SEASON)

and via

BRISTOL CITY LINE

WEEKLY SERVICE TO CANADIAN PORTS
MONTREAL — GREAT LAKES — MARITIMES (Winter)

AGENTS

BRISTOL: **THE BRISTOL CITY LINE OF STEAMSHIPS LTD**
129 Cumberland Road, Bristol 1. Phone 24101. Telex 44150
LONDON: **THE BRISTOL CITY LINE OF STEAMSHIPS LTD**
9-13 Fenchurch Bldgs. E.C.3. ROY 6762. Telex 261516.
BIRMINGHAM: **Maurice Cooke & Co Ltd**
SWANSEA: **Houlder Bros & Co Ltd**
CARDIFF: **Rogers & Bright (S. Wales) Ltd**
NEWPORT: **Houlder Bros & Co Ltd**

Head Office 129 CUMBERLAND RD. BRISTOL 1
Telephone Bristol 24101 Telex Bristol 44150

Canada -An expanding market

British goods and British businessmen are welcome in Canada but the wise exporter will realise that he must have the benefit of expert local knowledge before embarking upon competitive selling. This is where we can help. Our Business Development Department at the Main London Office knows the facts, has the figures and will be glad to assist you.

Bank of Montreal

CANADA'S FIRST BANK
Covers Canada...Spans the World

Main London Office:
47 Threadneedle Street · EC2
Telephone: 01-588 1561
West End Office:
9 Waterloo Place · Pall Mall · SW1
Telephone: Whitehall 3081

Over 1,000 Offices across Canada and Abroad

CANADA'S FIRST BANK 1817 1967 150TH ANNIVERSARY

DO YOU EXPORT TO CANADA OR THE UNITED STATES?

Let us help you to impress that new client

★

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Northern Region
Cumberland, Durham, Northumberland, Westmorland and the North Riding of Yorkshire.
R. Wood, Wellbar House, Gallowgate, Newcastle-upon-Tyne, 1.
(Tel. Newcastle 27575. Code: ONE 2. 27575, TELEX 53178, Answer Back – BOT NTYNE).
Sub-Office for Cumberland and Westmorland;
J. Gardiner, Town Hall, Cockermouth, Cumberland. (Tel. Cockermouth 3498/9).

Yorkshire and Humberside Region
The East and West Ridings of Yorkshire, the City of York; Lincolnshire. (Parts of Lindsey only.)
E. Atherton, City House, New Station Street, Leeds, 1. (Tel. Leeds 38232).
(Code: OLE 2. 38232. TELEX. 55472, Answer Back – ECONPLAN LDS).

North Western Region
Cheshire, the High Peak District of Derbyshire (viz., the boroughs of Buxton and Glossop; the urban districts of New Mills and Whaley Bridge; the rural district of Chapel-en-le-Frith), Lancashire.
R. J. Forbes, CBE, Sunley Building, Piccadilly Plaza, Manchester, 1.
(Tel. Manchester Central 2171. Code: 061. CEN 2171. TELEX. 66104, Answer Back – BOT MCHR).

Midland Region
Derbyshire, except the High Peak District (see under North Western Region), Herefordshire, Leicestershire, Parts of Lincolnshire (Holland and Kesteven and the County Borough of Lincoln), Northamptonshire, Nottinghamshire, Rutland, Shropshire, Staffordshire, Warwickshire and Worcestershire.
J. F. Jardine, Five Ways House, Islington Row, Birmingham, 15.
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Eastern Region
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North Wales District Office: J. W. Lewis, Government Buildings, Dinerth Road, Colwyn Bay, Denbighshire. (Tel. Colwyn Bay 44261).

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The West and North West of the West Riding of Yorkshire (excluding Barnsley, Harrogate, Otley, Pudsey, Ripon, Wakefield and Yeadon).
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